

**January 2005 – December 2005**

**Period 3 Settlement Agreement Second Semi-Annual Report  
Including Semi-Annual Outcomes  
for the Period July 2005 – December 2005**



**Division of Children and Family Services  
Bureau of Milwaukee Child Welfare (BMCW)**

**March 20, 2006**

**Please note this information is embargoed (not for public release or publication) until 1:00 pm on March 20, 2006**

Prepared by the Bureau of Milwaukee Child Welfare Program Evaluation Managers

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## Basic Demographic and Descriptive Data

### Children and Families Receiving Ongoing Case Management Services – At a Glance January – December 2005

#### Families with children in out-of-home care

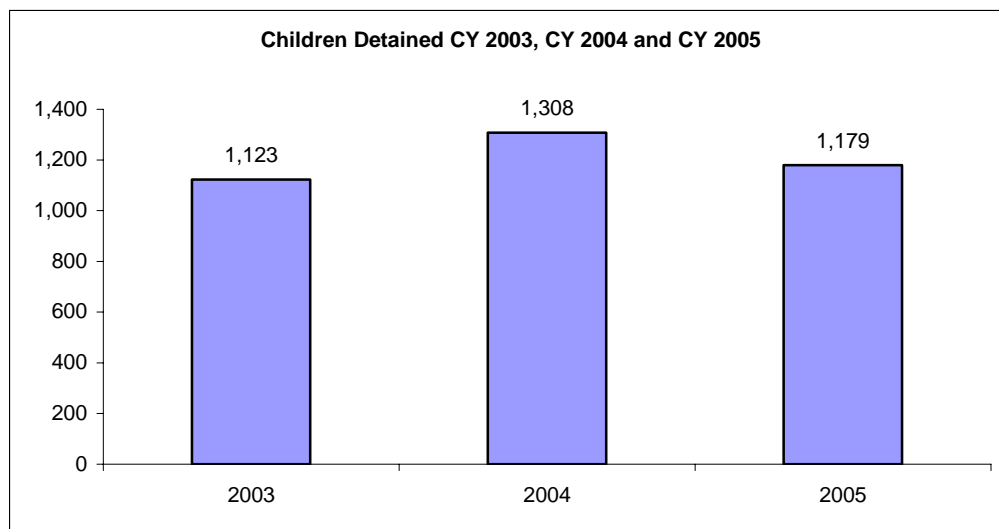
Date	December 31,2003	December 31,2004	December 31,2005
Families receiving Ongoing Services (end of month)	2,081	1,948	1,899
Children in out-of-home care placements (end of month)	3,489	3,151	2,825

#### Permanency achieved

	Reunification	Transfer of Guardianship	Subsidized Guardianships	Children who reached Age of Majority	Adoption
January – December 2005	677	232	101	151	373

\* The children identified in the subsidized guardianship category are not included in the Transfer of Guardianship category

#### Number of children taken into custody



#### Ages of children at time of removal

Age at Removal (Jan- Dec.)	CY 2003	CY 2004	CY 2005
Birth – 4 years old	44%	40%	41%
5 – 11 years old	32%	32%	29%
12 – 15 years old	17%	20%	20%
16+ years old	7%	8%	10%

**Families whose children entered out-of-home care**

<b>Children in Family</b>	<b>Number of Families CY 2003</b>	<b>Number of Families CY 2004</b>	<b>Number of Families CY 2005</b>
3	55	76	80
4	21	32	37
5	8	16	19
6	9	15	4
7	2	4	1
8	0	1	2
9	2	5	1
Families with three or more children who entered Ongoing Services	97	149	144
Total families, by year who entered Ongoing Services	508	584	566

The above table provides the number of families who entered ongoing services during each year, and further identifies how many of those families had three or more children.

- A. In accordance with the Settlement Agreement, the child welfare outcomes for plaintiff class children and performance measures of child welfare practice improvements are being phased in over three one-year periods beginning January 1, 2003, January 1, 2004 and January 1, 2005, respectively. Those periods are respectively referred to hereinafter as Period 1, Period 2 and Period 3.

## Settlement Agreement at a Glance

## BMCW Settlement Agreement at a Glance Period 3 (January - December 2005)

Agreement Section	Period 1 Performance Standards	Period 1 Result	Period 2 Performance Standards	Period 2 Result	Period 3 Performance Standards	Jan - June Period 3	July - Dec Period 3	Period 3 Result
I.B.2 ASFA (children TPR filed by 15th of 22nd month)**	>= 65.0%	76.8%	>= 75%	88.2%	>= 90.0%	29%	29%	29%
I.B.3 ASFA (children who were not in compliance with timely TPR filing)	>= 75.0%	88.1%	>= 85%	92.9%	>= 90.0%	59%	92%	92%
I.B.4 LOS (children in out-of-home care greater than 24 months- as measured against the baseline of 5,533)	<= 40.0%	44.2%	<= 35%	30.2%	<= 25.0%	26%	21%	23%
I.B.6 - Reunification (less than 12 months after entry into out-of-home care)	Monitor Only	45.0%	>= 65%	63.0%	>= 71.0%	69%	75%	72%
I.B.7 - Adoptions (within 24 months of entry into out-of-home care)	>= 20.0%	14.2%	>= 25%	15.5%	>= 30.0%	21%	23.5%	21.7%
I.C.1 – Maltreatment-Children in OHC w/substantiated allegation by FP or agency staff	<= 0.70%	0.57%	<= 0.65%	0.79%	<= 0.60%	0.36%	0.81%	0.81%
I.C.2 – Referrals to independent investigative agency within 3 business days	>= 80.0%	99.8%	>= 85%	99.4%	>= 90.0%	99%	99%	99%
I.C.3 - Upon receipt of referral, assigned to an investigator within 3 business days	>= 80.0%	99.6%	>= 85%	99.8%	>= 90.0%	100%	99%	99%
I.C.4 - Determination of independent Investigation w/l 60 days	>= 80.0%	97.6%	>= 85%	98.1%	>= 90.0%	100%	99%	99%
I.D.2 - Family caseloads (not to exceed 11 /OCM)	<= 13.0	9.6	<= 11	10.0	<= 11.0	10**	9**	10**
I.D.3 - Monthly face-to-face contact	>= 90.0%	90.0%	>= 90%	97.0%	>= 90.0%	97%	97%	97%
I.D.5 - I.D.7 Placement Stabilization/Assessment Centers - Shelter Phase Out	Phase out by end of period 1			Completed by 1-1-04 See report for details				
I.D.8 - Foster parent reimbursement rates	Please see report for details							
I.D.9 - Placement stability – children with 3 or fewer placements	>= 80.0%	75.9%	>= 82%	72.1%	>= 90.0%	71%	72%	72%
II - Named Plaintiffs	Please see report for details							
III – Monitoring								
III.C.1 - Family assessments completed w/i 90 days	*	96.4%	*	97.3%	*	95%	95%	95%
III.C.2 - Initial health screens – w/i 5 business days	*	58.2%	*	76.4%	*	59%	77%	67%
III.C.3 - Placement packets	*	91.0%	*	85%	*	96%	98%	97%
III.C.4 - Annual medical exam	*	75.4%	*	74.3%	*	69%	73%	73%
III.C.4 - Annual dental exam	*	57.4%	*	64.8%	*	63%	64%	64%
III.C.5 - Initial Permanency Plans-w/i 60 days	*	97.0%	*	97.0%	*	99%	98%	98%
III.C.6 - Annual Permanency Plan Reviews		77.3%	*	77.1%	*	91%	93%	92%
III.C.7 - Re-Entry within 12 months of exit		9.0%	*	6.7%	*	5.7%	8.4%	7.0%
III.C.8 - BMCW Turnover	*	30.1%	*	38.6%	*	20%	20%	33%
III.C.9 – Average children per OCM caseload	*	19.5	*	18.5	*	18	17	17

\* The method of measuring §I.B.2 (children reaching the ASFA compliance timeline) for Period 3 differs from the method used to calculate the measure for Periods 1 and 2.

Please refer to the *Introduction* and the actual section in the report for §I.B.2 for additional details.

\*\* This is the BMCW average. Please refer to the report for Site detail.

## Introduction

In accordance with the Settlement Agreement for the federal lawsuit against the State of Wisconsin this is the second semi-annual report for 2005, which includes annual outcomes of the BMCW's performance from January 1, 2005 through December 31, 2005.

The Settlement Agreement requires the BMCW to attain specific outcomes regarding the permanency, safety, and well-being of children in out-of-home care in Milwaukee County.

**The BMCW met or exceeded the following performance standards from Section I of the Settlement Agreement (enforceable items) during calendar year 2005 and the second six months of 2005, which is Period 3 of the Settlement Agreement.**

## *Permanence*

1. **§I.B.3 Adoption and Safe Families Act (Belated ASFA):** The BMCW achieved 93% compliance compared to the performance standard of 90%. Children in out-of-home care more than 15 of 22 months without a termination of parental rights previously filed, or an available exception previously documented, shall have a termination of parental rights petition filed on their behalf, or an exception documented in their case file by the end of the period. The percentage was calculated against the baseline of 206 children identified at the beginning of Period 3. The BMCW has been successful in meeting this performance standard during all of the past three years of the Settlement Agreement.
2. **§I.B.4 Length of stay in out-of-home care:** The BMCW achieved 23% compared to the requirement that no more than 25% of children in out-of-home care shall be in care for more than 24 months **as measured against the baseline of 5,533 children**. The BMCW has been successful in meeting this performance standard for the past two years. For Period 1, the BMCW did not attain the 40% performance standard. However, in each successive year, the BMCW has met the year-end performance standard.

Although this target is measured against a baseline of 5,553 children as required by the Settlement Agreement, the BMCW has also shown a decrease in the actual number of children in out-of-home care 24 or more months. In January 2003, 62.8% of all children (actual) who were in an out-of-home care placement were in out-of-home care for 24 or more months. By December 2005, the percentage of children (actual) who have been in out-of-home care for 24 or more months had declined to 38.3%.

3. **§I.B.6 Reunification within 12 months of entry into out-of-home care:** The BMCW achieved 72% compared to the requirement that at least 71% or more of reunifications shall occur within 12 months of entry into out-of-home care. This measure was "monitor only" for Period 1 of the Agreement. At the end of Period 2, the BMCW did not reach the performance standard of 65%, rather the BMCW accomplished success for 63% of the children reunified. For Period 3, the BMCW met the performance standard of 71%.

## ***Safety***

4. **§I.C.2 Timeliness in processing referrals of abuse and neglect to the independent investigation agency:** The BMCW achieved 99% compared to the requirement that at least 90% of reports alleging abuse and neglect of a child are referred from BMCW Intake to the independent investigation agency within three business days. The BMCW has met the performance standard for all three periods and exceeded the Period 3 standard in all three years.
5. **§I.C.3 Timeliness in making case assignments and completing independent investigations:** The BMCW achieved 99% compared to the requirement that at least 90% of independent investigation agency to assign a staff person within three business days of the independent investigation agency's receipt of the referral. The BMCW has met the performance standard for all three periods and exceeded the Period 3 standard in all three years.
6. **§I.C.4 Timeliness in making determination of the Independent Investigation:** The BMCW achieved 99% compared to the requirement that at least 90% of determinations be made within 60 days of receipt of the referral to the independent investigation agency as required by Wisconsin Statue 48.981(3)(c)4. The BMCW has met the performance standard for all three periods and exceeded the Period 3 standard in all three years.

## ***Well-being***

7. **§I.D.1-2 Reduction in caseloads of ongoing case managers to an average of 11 families per case manager per Site:** The BMCW achieved an annual average of 10 family cases per case-carrying managers.

The BMCW did not meet compliance with this performance standard in the first six months of Period 3. Site 5 was above the expected performance standard during the months of January and February.

The BMCW did meet compliance with this performance standard for the second six months of Period 3.

8. **§I.D.3-4 Face-to-face contact with children in out-of-home care:** The BMCW achieved 97% compared to the requirement that at least 90% of children in out-of-home care have monthly face-to-face contact with their case manager.

**During 2005, Period 3, the BMCW partially met the performance standard:**

The Plaintiffs and the Department are not in agreement as to what the performance standard should be. However, there is continued discussion surrounding this measure. Future reports will provide the information of performance standards based on the results of negotiations.

**§I.D.7 Diagnostic/Assessment Centers.** This provision states “*By December 31, 2003, BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days, or 60 days if the placement is extended in accordance with applicable state law.*”

Although I.D.7. limits the length of stay in diagnostic/assessment centers (indicating 30 to 60 days, as is consistent with the Department's administrative rules), the Agreement does not establish a performance standard against which BMCW's performance is to be measured:

- The BMCW met the 60-day limit for 82.1% (880) of the children, and
- exceeded the limit for 17.9% (192) of the children

**During 2005, Period 3 of the Settlement Agreement, the BMCW did not meet the following performance standards from Section I of the Settlement Agreement:**

1. **§I.B.2 Adoption and Safe Families Act (ASFA) timeliness requirement, timely filing of TPRs:** BMCW achieved a performance level of **29.2%** compared to the requirement that at least 90% of children in out-of-home care for 15 of 22 months must have a termination of parental rights (TPR) petition filed on their behalf, or an ASFA exception documented in their case by the end of the 15th month in care.

NOTE: During Periods 1 and 2, the ASFA measure for compliance (I.B.2.) was calculated using a different set of parameters compared to Period 3. Under the previous method of measurement, the BMCW achieved compliance with the established performance standards. A review of how the performance was calculated was done by the Wisconsin State Legislative Audit Bureau (LAB) in February of 2006. The LAB concluded that the ASFA timeframe the BMCW used for determining compliance was the 16th month instead of the 15th month, one month past the expected 15 of 22 months. The LAB suggested there is a better way to calculate this standard, and as result the BMCW has adjusted its methodology for calculating this standard. In this report, the BMCW has calculated this measure using the method recommended by the Legislative Audit Bureau.

2. **§I.B.7 Adoption within 24 months of entering out-of-home care:** The BMCW achieved 21.7% compared to the requirement that at least 30% of children for whom an adoption is finalized within the period shall exit BMCW care within 24 months of entry into care.
3. **§I.C.1 Substantiated maltreatment of children in out-of-home care:** The BMCW achieved 0.81% compared to the requirement that no more than 0.60 % of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations by a foster parent or staff of a facility required to be licensed.
4. **§I.D.9 Placement stability:** The BMCW achieved 72% compared to the requirement that at least 90% of children in out-of-home care within the period shall have three or fewer placements.



## Report Format

The performance data represent the results of the efforts of the Bureau of Milwaukee Child Welfare during Period 3 (January 1, 2005 – December 31, 2005) of the Settlement Agreement. The data is presented in three distinct categories:

- Meeting or exceeding Period 3 standards,
- Partially meeting Period 3 standard,
- Not meeting Period 3 standards, and
- Monitoring categories inclusive of safety, well-being and permanence objectives.

Recognizing that this is the third year of the Agreement, where appropriate, discussions of the data include a historical perspective covering the three-year period.

Most of the data presented in this report has been generated from the Wisconsin Statewide Automated Child Welfare Information System (WiSACWIS). To consistently and systematically assess the Agreement outcomes, a process was undertaken to identify which data elements could be generated using the WiSACWIS system. If changes were required, enhancements to WiSACWIS were identified. This included the development of a measurement package and software designed to measure many of the Agreement elements. Work continues on managing artifact data and other data validation issues within the WiSACWIS system. Data disparities may be the result of system conversions, incomplete data, incorrect data entry, system builds, or other data management issues. When identified, improvement to the data system are added as soon as possible to improve the accuracy and consistency of reporting.

## Ensuring Permanence, Safety and Child Well-Being

### B. Permanence

1. *The parties will negotiate in good faith as soon as practical with the Milwaukee County District Attorney to ensure adequate legal representation for the prosecution of Termination of Parental Rights (TPR) petitions, consistent with ASFA requirements.*

**Status:** Per a Memorandum of Understanding (MOU) executed by BMCW and Milwaukee County District Attorney's office on July 28, 2003, these good faith negotiations have been completed.

## Performance Standards the BMCW Met or Exceeded in Period 3

The following section includes Agreement elements where the BMCW has met or exceeded Period 3 standards. The details of these areas are categorized under the key performance objectives of *permanency, safety and well-being*:

### Permanence

#### Belated ASFA compliance

**I.B.3.** *At least the following percentages of children in BMCW custody more than 15 of the last 22 months in out-of-home care without a TPR previously filed or an available exception previously documented shall have had a TPR petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case by the end of the period. The percentage is calculated against the baseline of 206\* such children at the beginning of Period 3.*

\* The baseline initially provided in the Settlement Agreement was 1,146, but has since been modified (November 14, 2003) to provide the actual number of children out of compliance with ASFA as identified at the start of each Period (January 1<sup>st</sup>).

This section is a cumulative measure – as a child subsequently moves into compliance the measure shows cumulative performance over the course of 12 months.

#### **Period 3      90% (or above)**

Actual Performance

**January – December 2005: 93%**

	Children who subsequently achieved compliance with ASFA January – December 2005 (cumulative totals by month)	Baseline (N) (No TPR filed or Exception documented at the beginning of the period)	Point-in-time compliance for period (cumulative percentage)
<b>January</b>	34	206	16%
<b>February</b>	46	206	22%
<b>March</b>	75	206	36%
<b>April</b>	99	206	48%
<b>May</b>	122	206	59%
<b>June</b>	140	206	68%
<b>July</b>	156	206	75%
<b>August</b>	172	206	83%
<b>September</b>	177	206	85%
<b>October</b>	185	206	89%
<b>November</b>	191	206	93%
<b>December</b>	191	206	93%

### Semi-annual and annual performance

	January - June (Cumulative Total)	July - December (Cumulative Total)	End of Year (Cumulative Total)
<b>BMCW Period 1 2003 (75%)</b>	56%	88%	88%
<b>BMCW Period 2 2004 (85%)</b>	56%	93%	93%
<b>BMCW Period 3 2005 (90%)</b>	68%	93%	93%

**The BMCW met the performance standard of 90% for Period 3.**

### Discussion

Section I.B.3 relates to children in BMCW custody in out-of-home care more than 15 of 22 months without a termination of parental rights petitions previously filed or an available exception previously documented (children later moved into ASFA compliance). This is a cumulative measure, not a year-to-date average, nor an annualized measure. Therefore, as each child subsequently moves into compliance, the performance data show cumulative total throughout the course of 12 months.

As of January 1, 2005, there were 206 children who were in an out-of-home care placement for more than 15 of 22 months who did not have a termination of parental rights petition previously filed or an available exception previously documented.

Through June 2005, 140 of these children subsequently moved into compliance, and 66 children had not yet met compliance (the first six months include updated figures). In the second six months of Period 3, another 51 children had a Termination of Parental Rights petitions filed or an allowable exception documented, totaling 191 children for the year. At the end of Period 3, 15 children had not achieved “belated” compliance.

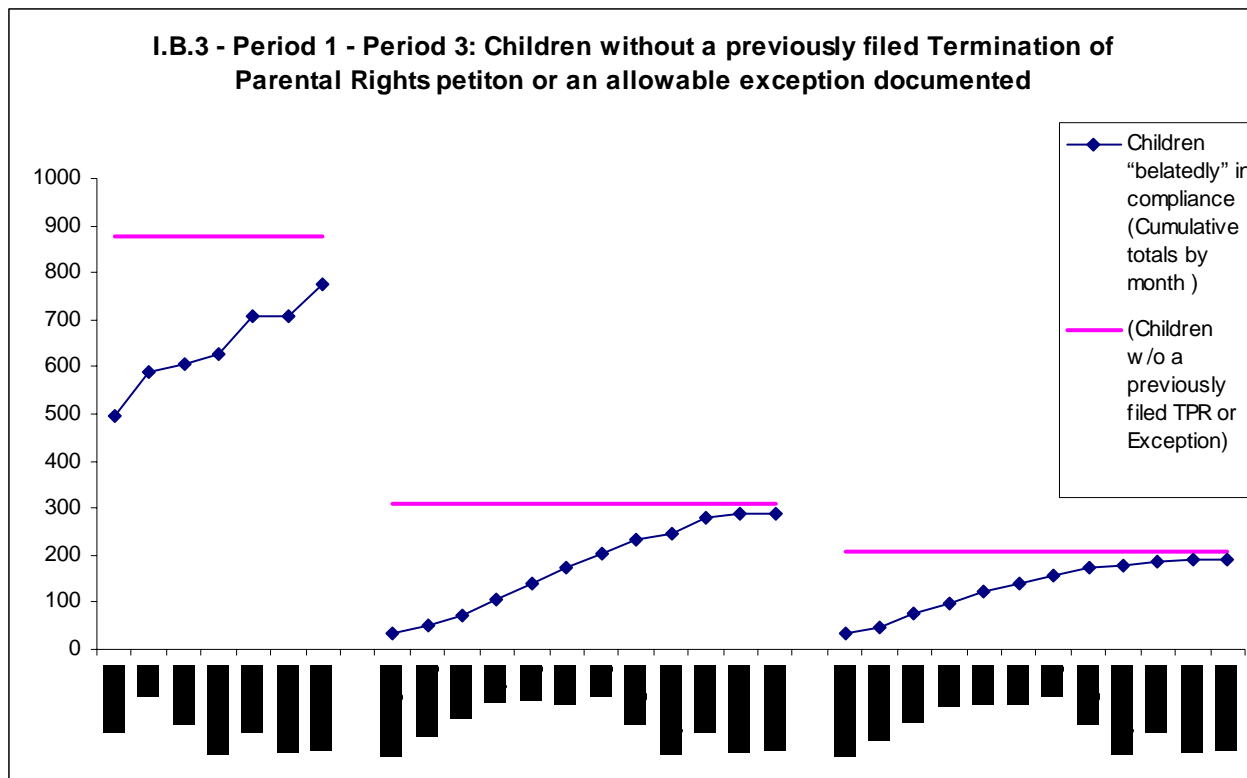
The data in the table above demonstrate that during Period 3, children who did not initially meet ASFA compliance have been moving into compliance and/or achieving permanence.

The table below provides information regarding how these children subsequently moved into ASFA compliance or achieved permanence during Period 3.

	How children subsequently moved into compliance N=191	% of 191 children who subsequently moved into compliance
<b>TPR</b>	99	51.6%
<b>Relative</b>	36	19.0%
<b>Not Best Interest</b>	24	12.5%
<b>Reasonable Efforts</b>	0	0.0%
<b>Reunified</b>	17	8.9%
<b>Transfer of Guardianship</b>	8	4.2%
<b>Other</b>	7	3.6%

To date, 191 of the 206 children have moved “belatedly” into compliance. The data presented in the preceding table illustrate the different ways children who were not in compliance subsequently moved into “belated” ASFA compliance.

Approximately 51.6% of the children met subsequent compliance by having a Termination of Parental Rights petition filed. This “belated” compliance may suggest that as a child approached the 15 of 22 months threshold, although the filing of the Termination of Parental Rights petition was the plan, it may not have been filed timely to meeting the 15 of 22 months ASFA window, and was subsequently filed.



The data in the graph above is a representation of progress toward this goal for all three periods. Please note the decreasing number of children each year who did not have a previously filed termination of parental rights or exception documented by the 15 of the 22nd month in out-of-home care. In Period 1, there were 877 children within this group (identified as the highest horizontal line), by Period 2 the number had decreased to 310 children, and at the start of Period 3, it had decreased to 206 children. The decline in children associated with this measure between January 2003 and January 2005 is associated with the effort of working towards permanency planning early on in the life of the case. Section I.B.2 highlights children who are in an out-of-home care placement at the 15 of the 22nd month threshold. Efforts earlier in the life of the case to identify permanency options and to monitor timeliness of ASFA compliance and subsequent compliance are observable with the decrease in the number of children at the start of each period who have not met ASFA compliance or subsequent compliance.

The combination of measures I.B.2. and I.B.3. provide a comprehensive overview on the status of permanency and compliance with ASFA for children. I.B.3. identifies children who did not have a previously filed termination of parental rights or exception documented by 15 of 22 months in out-of-home care. I.B.2. refers to children, prior to the 15 of 22 months, and timely movement of these children into compliance. In concert, these elements work together to monitor children and move them into “belated” compliance and manage the progression of permanency for children.

## Length of stay – length of time a child resides in out-of-home care

**I.B.4.** Within Period 3, if the State does not obtain a federal Title IV-E waiver allowing subsidized guardianship before January 1, 2003, then no more than 25% of children in BMCW out-of-home care shall be in care for more than 24 months. The percentage shall be calculated against a baseline of 5,533 children in BMCW out-of-home care.

### Period 3      25% (at or below)

Actual Performance

**YTD January – December 2005: 23%** (as calculated against the baseline of 5,533)

	Number of children in OHC greater than 24 months	Baseline	Compliance percentage for month (as calculated against baseline of 5,533)	YTD Average Compliance Percentage
January	1,477	5,533	26.7%	27%
February	1,498	5,533	27.1%	27%
March	1,467	5,533	26.5%	27%
April	1,374	5,533	24.8%	26%
May	1,361	5,533	24.6%	26%
June	1,292	5,533	23.4%	26%
July	1,238	5,533	22.4%	25%
August	1,226	5,533	22.2%	25%
September	1,226	5,533	22.2%	24%
October	1,188	5,533	21.5%	24%
November	1,135	5,533	20.5%	24%
December	1,073	5,533	19.6%	23%

As the data indicate in the table above, the compliance percentage calculated against a baseline of 5,533 was 23%. The BMCW made strong efforts to meet the performance standard for this measure in Period 3, as measured against the baseline of 5,533 children. This table also summarizes the cumulative average on a month-to-month basis, calculating the percentage of children in care 24 months or more during 2005. Permanency for these children was achieved through the active participation of the courts, families and other venues of service. The BMCW will continue to focus on developing and implementing opportunities to achieve timely permanency for children.

**The BMCW met the performance standard of 25% for Period 3.**

### Semi-annual and annual performance

	January – June (average)	July – December (average)	YTD average compliance percentage
BMCW Period 1 2003	49%	38%	44%
BMCW Period 2 2004	32%	28%	30%
BMCW Period 3 2005	25%	21%	23%

The table above is a comparison of the first and second six months and annual performance of Periods 1, 2 and 3. This table illustrates the steady progress made in reducing the length of stay for children in out-of-home care during the last three periods (as measured against the baseline of 5,533). The BMCW decreased the percentage of children in out-of-home care for more than 24 months (as measured against the baseline of 5,533) by approximately 26% when compared to the first six months of Period 1.

## Discussion

The data in the following table provides information about length of stay by age as of December 31, 2005, for children in an out-of-home care placement 24 or more months. Another way to consider this information is to separate the children by age group. For example:

- 5.2% (56) of the children in out-of-home care 24 months or more were between the ages of 2 and 4.
- 26.3% (283) of the children in out-of-home care 24 months or more were between the ages of 5 to 11.
- 35.6 % (382) of the children in out-of-home care 24 months or more were between the ages of 12 to 15.
- 32.8% (352) of the children in out-of-home care 24 months or more were 16 years older and older.

Data on length of stay also provides other information about the children who have been in an out-of-home care placement 24 months or more. The table below provides additional insight into the overall length of stay since removal, the length of time children remain in a placement and number of placements.

December 2005	Age		Length of Stay (months)		Length of Current Placement (months)		Number of Placements	
Age range	Mean	Median	Mean	Median	Mean	Median	Mean	Median
<b>2 to 4</b> (n= 56)	3.3	3	33	30	19	20	2	2
<b>5 to 11</b> (n= 283)	8.6	9	62	56	26	19	4	3
<b>12 to 15</b> (n= 382)	13.6	14	85	82	21	11	6	4
<b>16 to 18</b> (n=352)	16.8	17	94	84	22	12	7	5

The median scores for the category *Length of Current Placement* suggest that younger children between the ages of 2 to 11 have lived in their current placement for under two years, while older children ages 12 to 18 have lived in their current placement for about one year.

Some general information about the mean, median and mode:

Median - Relating to or constituting the middle value in a distribution. For example, the median number in the following set of numbers is 7 (2,2,2,3,4,6,7,9,15,18,21,21,22), the middle number. There are an equal number of values above and below the median.

The average or mean for the above set of numbers would be 10.1. Why do we report the mean and the median? Both numbers give us an idea of where the middle of the group is. The “mean” takes into consideration all values in the group equally as to where the middle may be. As a consequence, the value can be easily influenced by extreme values

in the group (outliers). The median does not consider the extreme values; rather it identifies the value in the middle of the group of numbers. We often use both to provide a more informed analysis of the data.

The Mode - The mode in a list numbers refers to the number that occurs most frequently. The mode in the above data would be 2.

When the first six months of Period 3 is compared to the second six months of Period 3, there are several changes within the makeup of the descriptive data set (children in an out-of-home care placement 24+ months) that are worth noting:

#### **Length of stay**

- Children 5 to 11 years old – the **average** length of stay declined by four months and the **median** decreased by nine months.
- Children 12 to 15 years old – the **median** increased by three months.

**Length of time in current placement:** (the time the child has lived in his/her current out-of-home care placement)

- Children 2 – 4 years old – the **average** length of time living in his/her current placement decreased by three months and the **median** decreased by four months.
- Children 5 to 11 years old – the average length of time living in his/her current placement decreased by five months and the median decreased by four months.
- Children 12 to 15 years old – the average length of time living in his/her current placement decreased by four months.

#### **Number of placements**

- Children 12 to 15 years old – the average number of placements increased by one placement (from five to six).
- Children 16 to 18 years old – the average number of placements also increased by one placement (from six to seven).

The data suggest that children 12 to 15-years-old had their median stay in care increase by three months, while their average length of time in their current placement decreased by four months, and their average number of placements increased by one. This highlights the possible instability of this population of children.

Within the data set of children in an out-of-home care placement 24 or more months, there are several changes in the composition of children who make up this group at different intervals of time (the flow of those who move in and out of the group). These changes include:

- First, children who graduate into the 24 months or more group and then achieve permanency (which removes them from the group).
- Second, children who were in the group at the beginning of the period, but have exited by achieving permanency.

- Finally, there are children who transitioned into the group who have remained in out-of-home care and not achieved permanency by the end of the year.

The table below shows three “point in time” measurements for the number of children in an out-of-home care placement 24+ months. At each distinctive point-in-time, we observe that the actual number of children within this group has decreased from 1,477 at the start of Period 3 to 1,073 at the end of Period 3.

Of the 1,073 children in an out-of-home care placement 24 months or more at the end of 2005:

- 854 (80%) were in out-of-home care 24 months or more as of January 2005.
- 143 children entered their 24th month in June 2005.
- Approximately 219 of the children who were in out-of-home care 24 months or more in June 2005 have exited out-of-home care and achieved permanence

Point-in-time	24+ months	30+ months (June 05)	36+ months (Jan. 05)
January 2005	1,477		
June 2005	1,292		
December 2005	1,073	930	854

As we evaluate changes to the descriptive statistics relating to the children in out-of-home care 24 months or more, it is important to remember that children within this group achieve permanence. Despite the changes within this dynamic group of children, the increases in the average number of placements and the decline in the length of time the child has resided in his/her current placement suggest that a select group of children in out-of-home care 24+ months experience more frequent movement between placements.

When observing different information associated with children in an out-of-home care placement 24 months or more, one area to review relates to the child’s stability in placement. Although there is a measurement section dedicated to placement stability, elements of it are described here for this specific group of children (those in an out-of-home care placement 24 months or more).

The data provided in the following table show the entry-cohort group of children who entered out-of-home care in CY 2003 and remain in out-of-home care as of December 2005 (24 months or more in out-of-home care). The data differentiate the children by age when they entered out-of-home care, the number of placements the children have experienced, and the percentages for the entry-cohort group.



**Children who entered out-of-home care in 2003 (and remain in care), number of placements and comparative percentages**

Age at Removal	Number of Placements	Grand Total	% of Total	% of Age
<b>0-4.9 yrs</b>	1-3	57	26.4%	81.4%
	>=4	13	6.0%	18.6%
<b>Total</b>		<b>70</b>	<b>32.4%</b>	
<b>5-11.9 yrs</b>	1-3	45	20.8%	63.4%
	>=4	26	12.0%	36.6%
<b>Total</b>		<b>71</b>	<b>32.9%</b>	
<b>12-15.9 yrs</b>	1-3	31	14.4%	43.7%
	>=4	40	18.5%	56.3%
<b>Total</b>		<b>71</b>	<b>32.9%</b>	
<b>16-17 yrs</b>	1-3	2	0.9%	50.0%
	>=4	2	0.9%	50.0%
<b>Total</b>		<b>4</b>	<b>1.9%</b>	
<b>Grand Total</b>		<b>216</b>		

- As a cohort group, the data indicate that 37.5% of the children who remain in out-of-home care reached at least their fourth placement, and 62.5% have had three or fewer placements.
- Approximately 72% of all children in out-of-home care are in three or fewer placements – this compares to 62.5% of those children who entered out-of-home care in 2003.
- 18.5% of all children with four or more placements were between the ages of 12 and 16 years old when they entered out-of-home care in 2003. The second largest group of children with four or more placements was between 5 and 12 years old when they entered out-of-home care (in 2003).

For children who entered out-of-home care in 2003 and remain in out-of-home care (24 months or more), the data in the next table show a more detailed comparison between the total number of placements for each child and the current length of placement.

2003		Length of Time in current placement – months						
Number placements in out-of-home care	0-6	6-12	12-18	18-24	24-30	30-36	Grand Total	% of All Placements
<b>1</b>					31	16	47	21.8%
<b>2</b>	11	1	8	7	10	3	40	18.5%
<b>3</b>	9	14	6	14	3	2	48	22.2%
<b>4</b>	9	6	8	3			26	12.0%
<b>5</b>	14	6					20	9.3%
<b>6</b>	5	5					10	4.6%
<b>7</b>	6	2	2	1			11	5.1%
<b>8</b>	5	2	1				8	3.7%
<b>9</b>	1	1					2	0.9%
<b>11</b>	2	1					3	1.4%
<b>12</b>	1						1	0.5%
<b>Grand Total</b>	63	38	25	25	44	21	216	100.0%
<b>% of Total LOP</b>	29.2%	17.6%	11.6%	11.6%	20.4%	9.7%	100.0%	

The data suggest that of this group of children:

- Almost 22% have remained in their first placement.
- Nearly 40% have been in two placements.
- 62% are in their third (or fewer) placements.
- 30% have been in their current placement 24 or more months.
- 29% in this group have been in their current placement for six or fewer months.
- 25% have experienced five or more placements.

The table below provides similar data as the table above, however, it shows the number of placements and the length of time in the current placement for children who entered out-of-home care in 2002.

2002 Number of Placements	Length of stay in current placement (months)								Grand Total	% of All Placements
	0-5.9	6-11.9	12-17.9	18-23.9	24-29.9	30-35.9	36-41.9	42-48		
1							12	15	27	22.5%
2	2	1	3	7	2		3	2	20	16.7%
3	1	2	1	3	2	3	2	1	15	12.5%
4	4	1			1	2			8	6.7%
5	1	4	1						6	5.0%
6	5	2	2						9	7.5%
7	3		3						6	5.0%
8	3	3		1					7	5.8%
9	2	2							4	3.3%
10	3		1						4	3.3%
11	4	2							6	5.0%
>=12	5	1	2						8	6.7%
<b>Grand Total</b>	33	18	13	11	5	7	17	18	120	100.0%

For children who entered out-of-home-care in 2002 and remain in out-of-home care:

- 22% have stayed in their first placement.
- 52% are in their third (or fewer) placement.
- 42% have experienced five or more placements.

The data suggest that children are more likely to experience multiple placements the longer they are in out-of-home care (beyond 24+ months).

The next table presents data regarding the distribution of children who have been in out-of-home care 24 months or more and the year they entered out-of-home care.

<b>Year entered out-of-home care</b>	<b>Total children by year</b>
<b>1987</b>	1
<b>1988</b>	11
<b>1989</b>	13
<b>1990</b>	8
<b>1991</b>	16
<b>1992</b>	31
<b>1993</b>	30
<b>1994</b>	50
<b>1995</b>	47
<b>1996</b>	47
<b>1997</b>	55
<b>1998</b>	111
<b>1999</b>	121
<b>2000</b>	87
<b>2001</b>	109
<b>2002</b>	120
<b>2003</b>	216
<b>Grand Total</b>	1073

541 (50%) of the children in out-of-home care 24+ months entered out-of-home care before 2000. Approximately 230 (43%) of the children who entered out-of-home care before 2000 entered in 1998-1999

The table below shows descriptive data for all children in an out-of-home care placement 24 months or more as of December 31, 2005.

N= 1,073 (December 2005)	Length of Current Placement (months)		Length of Placement Range (months)		Number of Placements			Range (Placements)	
Length of stay (mos.)	Mean	Median	Min.	Max.	Mean	Median	Mode	Min.	Max.
24 to 35.9 n = 215	13.4	10.5	1	36	3	3	3	1	12
36 to 47.9 n = 121	17.4	14	0.2	47.7	4.9	3	1	1	23
48 to 59.9 n = 108	21.9	16	0.3	59	5.6	4	1	1	23
60 to 71.9 n = 87	16.7	10.7	0.3	68.5	5.6	5	1	1	26
72 to 83.9 n = 121	28.3	16.8	0.2	81	4.8	4	1	1	20
84 or more months n = 421	28.8	14.3	0.1	209.4	6.4	5	1	1	29

When all children in an out-of-home care placement for 24+ months are considered (versus the entry-cohort groups described earlier) the data suggest that for children in care 24 to 72 months, 50% of them had a median length of current placement less than 12 months. Although the data shows shifts in the mean and median number of placements, the mode for five of the six categories is one (the most frequent number of placements in each category was one). When compared to the first six months of Period 3, fluctuations in the “maximum number” of the range of placements were also observed.

Data in the last table provides the actual percentage of children in an out-of-home care placement 24 months or more in six-month intervals. This differs from the Agreement measure which is measured against a fixed baseline of 5,533 children. The net number of children who were in out-of-home care 24 months or more from January 2003 to December 2005 declined by 1,773 children. In January 2003, 62.8% of all children in an out-of-home care placement were in placement 24 months or more compared to 37.9% as of December 2005.

**Actual percentage of children in an out-of-home care placement 24 or more months**

	January 03	June 03	December 03	June 04	December 04	June 05	December 05
<b>Children LOS greater than 24 months</b>	2,810	2,413	1,967	1,668	1,534	1,292	1,073
<b>Actual number of children in an OHC placement</b>	4,472	3,981	3,489	3,345	3,151	3,044	2,825
<b>% of children in an OHC Placement 24 or more Months</b>	62.8%	60.6%	56.4%	49.9%	48.6%	42.4%	37.9%

\*LOS - Length of Stay

**Settlement §I.B.5** - This section of the Agreement is inoperative because the Subsidized Guardianship waiver was not obtained before January 1, 2004, so the controlling requirement is I.B.4. However, the federal Department of Health and Human Services approved the Title IV-E waiver for the Subsidized Guardianship program in September 2004 for implementation in 2005 in Milwaukee.

The Subsidized Guardianship Program is part of a comprehensive Guardianship Permanency Initiative to improve permanency outcomes for children in out-of-home care by promoting the use of permanent legal guardianship as a permanency option. It is operated under a federal Title IV-E waiver to provide ongoing payments to persons becoming legal guardians of children in foster care, similar to the Adoption Assistance program for children who are adopted. The target population for the program is children placed with relatives who are licensed foster parents. State enabling legislation to clarify the use of guardianship as a permanency option and establish the program was approved in the 2005-07 budget signed by the Governor on July 25, 2005. The Subsidized Guardianship program was implemented in September 2005.

## Reunification within 12 months of placement in out-of-home care

*I.B.6. Of all reunifications with parents/caregivers, at least the following percentages of children shall be reunified within 12 months of entry into care.*

**Period 3 Goal: 71% (or above)**

Actual Performance

**January – December 2005: 72%**

(Annual)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
<b>CFCP</b>													
Site 1 Reunifications (N)	20	18	14	17	11	10	33	11	21	6	20	6	187
Reunified in 12 or fewer months	16	7	7	12	6	6	22	8	16	5	15	3	123
Percentage reunified in 12 or fewer months	80%	39%	50%	71%	55%	60%	67%	73%	76%	83%	75%	50%	66%
<b>CFCP</b>													
Site 2 Reunifications (N)	5	10	7	12	19	13	4	9	13	19	9	11	131
Reunified in 12 or fewer months	4	6	5	9	11	10	2	5	8	17	8	4	89
Percentage reunified in 12 or fewer months	80%	60%	71%	75%	58%	77%	50%	56%	62%	89%	89%	36%	68%
<b>CFCP</b>													
Site 3 Reunifications (N)	16	6	10	9	9	19	15	14	8	10	8	14	138
Reunified in 12 or fewer months	14	5	8	5	4	12	11	9	7	10	5	13	103
Percentage reunified in 12 or fewer months	88%	83%	80%	56%	44%	63%	73%	64%	88%	100%	63%	93%	75%
<b>La Causa</b>													
Site 4 Reunifications (N)	12	6	13	7	11	12	12	17	2	10	4	12	118
Reunified in 12 or fewer months	10	3	11	6	9	5	10	17	2	9	3	10	95
Percentage reunified in 12 or fewer months	83%	50%	85%	86%	82%	42%	83%	100%	100%	90%	75%	83%	81%
<b>CFCP</b>													
Site 5 Reunifications(N)	6	9	5	4	9	20	20	10	3	3	8	6	103
Reunified in 12 or fewer months	6	6	5	3	9	15	11	5	3	2	8	4	77
Percentage reunified in 12 or fewer months	100%	67%	100%	75%	100%	75%	55%	50%	100%	67%	100%	67%	75%
<b>BMCW</b>													
BMCW Reunifications (N)	59	49	49	49	59	74	84	61	47	48	49	49	677
Reunified in 12 or fewer months	50	27	36	35	39	48	56	44	36	43	39	34	487
Percentage reunified in 12 or fewer months	85%	55%	73%	71%	66%	65%	67%	72%	77%	90%	80%	69%	72%
BMCW YTD average		71%	72%	72%	71%	69%	69%	69%	70%	72%	72%	72%	72%

### Semi-annual and annual performance

	January - June	July - December	YTD
BMCW Period 1 2003 - <b>MONITOR ONLY</b>	44%	47%	45%
BMCW Period 2 2004	59%	68%	63%
BMCW Period 3 2005	69%	75%	72%

\* During Period 1 there was no established performance standard. Period 2 was the first year where there was an enforceable performance standard (65%).

**The BMCW and its private partner agencies met the performance standard (71%) for this measure in Period 3.** This represents the sixth consecutive semi-annual period that there has been improvement in this measure.

### Discussion

The following information focuses on the children who have exited out-of-home care and achieved permanency through reunification during Period 1, 2 and 3.

	Period 1 January - December	Period 2 January - December	Period 3 January - December
Percentage of children reunified in 12 or fewer months	45%	63%	72%
Percentage of children reunified in 24 or fewer months	61%	77%	83%
Percentage of children reunified in 24 or more months	39%	23%	17%
Children with three or fewer placements at time of reunification	72%	83%	89%
Children with four or more placements at time of reunification	28%	17%	11%
Reunified in 12 or fewer months, age when entered out-of-home care:			
0 to 4 years old	40%	44%	44%
5 to 11 years old	33%	33%	30%
12 to 15 years old	21%	16%	20%
16 plus years old	6%	7%	6%
Reunified in 12 or more months, age when entered Out-of-home Care:			
0 to 4 years old	40%	43%	16%
5 to 11 years old	48%	48%	37%
12 to 15 years old	12%	8%	27%
16 plus years old	0% (two children)	1%	20%

The table above shows the distribution of all children reunified in Period 1, Period 2 and Period 3:

- The data above show that there has been continued improvement for children achieving permanence through reunification within 12 or fewer months of entering out-of-home care from Period 1 (45%), Period 2 (63%) and Period 3 (72%). This is a percentage increase of 27% over the past three years.
- Additionally, the data reveal that the percentage of children who were reunified within 24 or fewer months increased by 22% over the past three years. During Period 1, 61% of all children reunified were reunified within 24 months of entry into out-of-home care. During Period 2 this increased to 77%, and in Period 3 it reached 83%.
- Similarly, as we observe a larger percentage of children being reunified between 12 and 24 months of entry into out-of-home care, the number of children who are being reunified that have had three or fewer placements is also increasing. For all children reunified in Period

3, 89% had three or fewer placements in out-of-home care. This compares to 83% in Period 2 and 72% in Period 1.

- The data show that for all children reunified in the past three years, children who were 11 years or younger when they entered out-of-home care represent a much larger percentage of the children being reunified. In Period 1, 73% of the children who were reunified in 12 or fewer months were age 11 or younger when they entered out-of-home care. During Period 2, 73% of the children who were reunified in 12 or fewer months were age 11 or younger when they entered out-of-home care. Finally, in Period 3, 74% of the children who were reunified in 12 or fewer months were age 11 or younger when they entered out-of-home care.
- For children who have reunification as a permanency goal, the data appear to show that an increasing percentage have been reunified within 12 months of entering out-of-home care. (45%, 63% and 72% for period's 1, 2 and 3 respectively). The data also suggests a similar increase in the likelihood of a child being reunified within 24 months of entry into out-of-home care.
- The BMCW and its private partner agencies continue to use the coordinated service team (CST) meeting process to explore and determine reunification and other permanency alternatives for the child.

The next four tables offer additional information about the children who were reunified during Period 3

Certain children, unfortunately, have experienced multiple placements while in out-of-home care. The following table identifies how long a child lived in his/her last placement prior to reunification. *This is not the same as measuring a child's length of stay* in out-of-home care. This data set looks only at the time in the child's last placement. One of the purposes for providing data in this format is to determine if the child was stable in his/her last placement prior to reunification.

#### Length of time in last placement prior to reunification

Time to Reunification	Length of Time in Placement Prior to Reunification			Grand Total
	.1-5.9 months	6-11.9 months	12 or more months	
<b>12 or fewer months</b>	81.6%	18.4%	0.0%	100.0%
<b>Greater than 12 months</b>	28.6%	25.7%	45.7%	100.0%
<b>All Reunifications</b>	64.5%	20.8%	14.7%	100.0%

Children who were in their last placement for 12 or more months prior to reunification accounted for 45.7% of all children reunified after more than 12 months in out-of-home care. To see a more specific picture of a child's length of placement (LOP) in his/her last placement it is helpful to expand the data set and look at the child's total number of placements and how long he/she was in the last placement. One frequent question regarding children and reunification asks if there is a relationship between the stability of a child's out-of-home care placements and reunification in 12 or fewer months. This analysis does not provide sufficiently detailed information to answer that specific question, but the information available offers a starting point for further discussion.

The data in the table below includes information for all children reunified during 2005. The data relates to the total number of placements a child experienced at the time of reunification compared to how long the child resided in his/her last placement prior to reunification.

**Length of placement and total number of placements (for children reunified in CY 2005)**

LOP (Last Placement)	Number of Total Placements for Child										Grand Total
	1	2	3	4	5	6	7	8	9	>=10	
<b>1-11.9 months</b>	294	144	76	20	10	7	4	3	4	10	572
<b>12-23.9 months</b>	30	16	15	3	4	1	1	2			72
<b>24-35.9 months</b>	7	8									15
<b>36-47.9 months</b>	5	2									7
<b>48-59.9 months</b>	2	1	1								4
<b>&gt;60 months</b>	4	3									7
<b>Total</b>	342	174	92	23	14	8	5	5	4	10	677

This information provides a more complete picture of the child's stability in his/her placement just prior to reunification (not the child's overall length of stay in out-of-home care):

- During Period 3, 342 (50%) of the children who were reunified had only one placement. Forty-eight children remained in one placement for 12 months or more, and 18 children were in one placement for 24 months or more.
- For all children reunified in Period 3, the range in the number of placements a child experienced prior to reunification was between 1 to 18 placements; the average number of placements for children who were reunified was 2.
- Four children remained in their first and only placement 60+ months prior to reunification
- Previous settlement reports provided detail on the children who were reunified and the number of placements a child experienced at the time of reunification. Although the data used in the earlier settlement reports was different than the data above, the specifics regarding number of placements appears consistent with earlier reporting. The 2005 data may suggest that when the number of placements for a child increases, he/she may be less likely to be reunified within 12 or 24 months. In 2005, there were 342 children who had one placement at the time of reunification. Almost half (174) as many children were reunified who experienced two placements and slightly more than 25% (92) of the children experienced three placements.



### Placement types prior to child being reunified

Placement Type Prior to Reunification	(N=677)	Percentage of all reunifications	Children reunified in 12 or fewer months - (N=487)	Children reunified in 12 or fewer months - percentage of all (N=677)	Children reunified in 12 or fewer months - percentage of (N=487)
Foster Home (Non-Relative)	316	47.0%	230	33.9%	47.2%
Kinship Care – Court Ordered	202	29.8%	145	21.4%	29.8%
Group Home	50	7.4%	39	5.8%	8.0%
Treatment Foster Home	27	4.0%	13	1.9%	2.7%
Foster Home (Relative)	25	3.7%	13	1.9%	2.7%
Placement Stabilization/Assessment	21	3.1%	18	1.9%	2.7%
RCC	13	1.9%	8	1.2%	1.6%
Non-Relative-Unlicensed	10	1.5%	10	1.5%	2.1%
Relative - Unlicensed	8	1.2%	8	1.2%	1.6%
Detention	3	0.4%	3	0.4%	0.6%
<b>Grand Total</b>	<b>677</b>		<b>487</b>		
Placement Type Prior to Reunification	(N=677)	Percentage of reunifications	Children reunified in 12 or fewer months - (N=487)	Percentage of ALL reunifications (N=677)	Percentage of 12 or fewer months reunifications (N=487)
Non Relative	326	48.2%	240	35.5%	49.3%
Relative	235	34.7%	166	24.5%	34.1%
Higher Level Of Care	90	13.3%	60	8.9%	12.3%
Other	26	3.8%	21	3.1%	4.3%

The table above provides information reflecting the last placement children were in prior to reunification during Period 3. The information provided in the upper part of the table shows each placement type identified, the total number of children who exited from that particular placement type, the number of children who exited from each placement type in 12 or fewer months from entry into out-of-home care, and the respective percentages for the total children and the specific children who exited in 12 or fewer months.

- The most frequent last placement for children reunified in Period 3 was from a non-relative foster home. This accounted for 47% (316) of all reunifications, and 47.2% (230) of those reunified in 12 or fewer months of entering out-of-home care.
- The second most frequent placement for children prior to reunification was for a child on a court order who resided in a kinship placement. Of all children reunified, 29.8% were in a kinship placement prior to reunification. On average court-ordered kinship placements accounted for up to 26% of the children in out-of-home care.

Lastly, the information in the table below shows that of all children who were reunified during Period 3, 64.2% (435) were reunified with a sibling. This is not intended to mean that all of the siblings from a family were reunified at the same time. Rather, it recognizes that during the course of Period 3 there were 435 children who were reunified as part of a sibling group. This data also

suggests that sibling groups who enter out-of-home care are at least as likely to be reunified as children where only one child has been reunified.

### **Children reunified as part of a sibling group during Period 3:**

	<b>1 child</b>	<b>2 children</b>	<b>3 children</b>	<b>4 children</b>	<b>5 children</b>	<b>6 children</b>
<b>Number of Sibling Groups</b>	242	94	40	21	5	3
<b>Total Children</b>	242	188	120	84	25	18

### **Coordinated Service Team Meetings**

Permanency planning is a continuous process that involves many different people and systems. On a quarterly basis, at a minimum, coordinated service team meetings (CSTs) are conducted. Participants may include service providers to the family, the family, individuals who provide support to the family, court personnel, educators, the ongoing case manager and others. Within the CST process, permanency planning is discussed and plans are developed. Different permanency options, such as reunification, are discussed and plans are reviewed, implemented and monitored.

The data in the following table provides information regarding the number of CSTs conducted by each Site during Period 3. The CST process is an important part of the progression of exploring timely and realistic permanency options for children (including reunification), expanding communication, and providing a forum for everybody involved in the case to plan and review the services and supports.

<b>CY 2005</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>Jul</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>
<b>Site 1</b>	91	102	115	117	92	95	96	113	68	82	102	65
<b>Site 2</b>	63	67	64	72	53	68	67	61	51	97	87	62
<b>Site 3</b>	101	86	126	98	104	104	106	118	91	102	115	83
<b>Site 4</b>	87	103	77	86	85	90	97	103	79	80	79	82
<b>Site 5</b>	74	69	73	57	59	63	57	61	68	73	71	57
<b>Bureau Total</b>	416	427	455	430	393	420	423	456	357	434	454	349

## Safety

### Timeliness of referrals from the BMCW Intake unit to the independent investigative agency

**I.C.2.** *At least the following percentage of reports within the period alleging abuse or neglect of a child in BMCW custody shall be referred to the independent investigation agency for independent investigation within three business days.*

**Period 3      90% (or above)**

Actual Performance

**January – December 2005: 99%**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
Actual Number of reports requiring Independent Investigations during period	31	38	39	37	32	46	31	40	31	31	25	21	402
Number referred to Independent Investigations agency within 3 business days	30	38	38	36	32	45	31	40	30	31	25	21	397
BMCW % (PIT)	97%	100%	97%	97%	100%	98%	100%	100%	97%	100%	100%	100%	99%

\*PIT – Point In Time – data collected at the end of each month

#### Semi-annual and annual performance

	January - June	July – December	YTD
BMCW Period 1 2003	99%	100%	99%
BMCW Period 2 2004	99%	99%	99%
BMCW Period 3 2005	98%	99%	99%

**The BMCW exceeded the performance standard.** Between January and December of 2005 there were 402 reports that required an independent investigation. Of that total, 397 (99%) were referred by the BMCW Intake unit to the Independent Investigation contract agency (Community Impact Program) within three business days.

This standard measures the timeliness of the Intake unit in referring these reports within three business days of receiving them.

The BMCW has exceeded the Period 3 performance standard of 90% for all six semi-annual periods

## Timeliness of the independent investigation agency in assigning the referral to an independent investigator

*I.C.3 At least the following percentage of reports referred for independent investigation within the period shall be assigned to an independent investigator by the independent investigation agency within three business days of the independent investigation agency's receipt of the referral from BMCW.*

**Period 3      90% (or above)**

Actual Performance

**January – December 2005:    99%**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
Number of referrals to independent investigations agency	30	38	40	36	33	46	31	40	31	31	25	21	402
Number assigned within three business days	30	38	40	36	32	46	31	39	31	31	25	21	399
BMCW % (PIT)	100%	100%	100%	100%	97%	100%	100%	98%	100%	100%	100%	100%	99%

### Semi-annual and annual performance

	January - June	July - December	YTD
BMCW Period 1 2003	98.9%	100%	99%
BMCW Period 2 2004	99.6%	100%	99%
BMCW Period 3 2005	99.6%	99%	99%

**The BMCW and Community Impact Program exceeded this performance standard.** Between January and December 2005, 99% of all reports (402) were assigned to an independent investigator within three business days.

This standard measures the timeliness of the independent agency in assigning referrals within three business days of receiving them.

As the data indicate, the Period 3 performance standard of 90% was exceeded in all six semi-annual periods.

## Timeliness of the independent investigative agency to complete the independent investigation

*I.C.4. The determination required by section 48.981(3)(c)4. of the Wisconsin Statutes must be made within 60 days of receipt of the referral by the independent investigation agency in at least the following percentages of independent investigations referred by BMCW.*

### **Period 3      90% (or above)**

Actual Performance

**January – December 2005: 99%**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
Total number of determinations due to be completed for the period	23	36	41	22	43	27	38	26	31	43	23	28	381
Number of determinations completed within 60 business days during the period	23	36	41	22	43	27	38	26	31	42	23	28	380
BMCW % (PIT)	100%	100%	100%	100%	100%	100%	100%	100%	100%	98%	100%	100%	99%

	January - June	July - December	YTD
BMCW Period 1 2003	97%	98%	98%
BMCW Period 2 2004	99%	98%	98%
BMCW Period 3 2005	100%	99%	99%

**The BMCW and its private partner agency (Community Impact Program) exceeded this performance standard.** Of the 381 completed during the period, 380 (99%) were completed within 60 days of receipt of referral.

Timeliness in completing independent investigations has been consistent during the past three years. As the data indicate, the BMCW and its private partner agency has exceeded the Period 3 performance standard of 90% for all six semi-annual periods.

## Well-Being

### Caseload size for ongoing case managers

***I.D.1.*** BMCW shall ensure that Ongoing Case Managers have caseloads not to exceed an average of 11 families per case-carrying manager per Site. Compliance with this requirement at any given point in time shall be measured by averaging each Site's current monthly caseload average with the corresponding Site averages for the preceding two months.

***I.D.2*** The above provision shall be phased in incrementally and shall be fully effective by January 1, 2004, but not enforceable until April 1, 2004. During the phase-in period, commencing January 1, 2003, no Site shall have average caseloads of over 13 families per case-carrying ongoing case manager.

	Jan 05 (Nov 04 – Jan 05)	Feb (Dec 04 – Feb05)	Mar (Jan – Mar)	Apr (Feb – April)	May (Mar – May)	Jun (Apr – Jun)	Jul (May – Jul)	Aug (June – Aug)	Sept (July – Sep)	Oct (Aug- Oct)	Nov (Sept- Nov)	Dec (Oct – Dec)
Site 1 (CFCP)	9.6	9.7	10.2	10.2	10.2	10.0	10.3	10.5	10.6	10.2	10.0	9.7
Site 2 (CFCP)	9.0	9.1	9.5	9.9	10.2	10.4	10.6	10.2	9.6	9.1	8.9	9.1
Site 3 (CFCP)	9.7	9.8	9.9	9.9	9.7	9.4	9.3	9.3	9.3	9.1	9.1	9.3
Site 4 (La Causa)	9.3	9.2	9.3	9.3	9.7	10.1	10.4	10.4	10.1	9.8	9.5	9.5
Site 5 (CFCP)	12.7	12.4	10.6	9.9	9.8	9.5	9.4	9.5	9.5	9.5	9.1	9.0
<b>BMCW</b>	9.8	9.9	9.8	9.8	9.9	9.9	10.0	10.0	9.8	9.5	9.3	9.3

The overall BMCW three-month rolling average continued to be under the established caseload requirement for all 12 months of Period 3. During Period 3, four Sites met compliance for all 12 months, and one Site met compliance for ten of the 12 months. At the beginning of 2005, Site 5 formulated a plan of action to address and reduce the worker to family ratio (and ongoing case manager turnover), which was above 11. Site 5 was able to decrease the three-month rolling caseload average to fewer than 11 for the ten months March through December.

**The BMCW did not meet compliance with this performance standard in the first six months of Period 3. Site 5 was above the expected performance standard during the months of January and February.**

**The BMCW met compliance with this performance standard for the second six months of Period 3.**

For the purpose of the measurement calculation, mentors who are carrying cases (with a reduced caseload compared to ongoing case managers) or a supervisor who may temporarily be carrying a case have not been included in the computation of the caseload. The results directly reflect the ongoing case managers with an active caseload. The mentors carry lower caseloads since they have other duties and responsibilities. To include them in the calculation might artificially reduce the average caseload numbers at each Site. Although the mentors are not included in the measurement, the cases that they carry are included in the overall three- month rolling average

**Average number of family cases per ongoing case manager -  
Semi-annual and annual performance**

	<b>June (point-in-time)</b>	<b>December (point-in-time)</b>	<b>YTD (average)</b>
BMCW Period 1 2003	10.2	9.9	9.6
BMCW Period 2 2004	9.7	9.5	9.6
BMCW Period 3 2005	9.9	9.3	9.8

The data in the tables below show by Site and by month the three- month rolling average caseload rating (average number of family cases per worker over three-month period) of cases per ongoing case manager during January through December 2005:

<b>Site 1 (CFCP)</b>	<b>Number of families receiving ongoing services at the end of the month</b>	<b>Number of active case managers at the end of the month</b>	<b>Current average number of cases per case manager for month</b>	<b>Average Rating</b>
Nov '04	398	42	9.5	
Dec '04	408	45	9.1	
January '05	436	43	10.1	9.6
February	441	44	10.0	9.7
March	447	43	10.4	10.2
April	434	43	10.1	10.2
May	439	44	10.0	10.2
June	429	43	10.0	10.0
July	441	40	11.0	10.3
August	429	41	10.5	10.5
September	425	41	10.4	10.6
October	434	44	9.9	10.2
November	435	45	9.7	10.0
December	430	45	9.6	9.7

<b>Site 2 (CFCP)</b>	<b>Number of families receiving ongoing services at the end of the month</b>	<b>Number of active case managers at the end of the month</b>	<b>Current average number of cases per case manager for month</b>	<b>Average Rating</b>
Nov '04	341	37	9.2	
Dec '04	340	40	8.5	
January '05	366	40	9.2	9.0
February	381	39	9.8	9.1
March	378	40	9.5	9.5
April	389	37	10.5	9.9
May	388	37	10.5	10.2
June	391	38	10.3	10.4
July	385	35	11.0	10.6
August	387	41	9.4	10.2
September	374	44	8.5	9.6
October	373	40	9.3	9.1
November	365	41	8.9	8.9
December	360	40	9.0	9.1

Site 3 (CFCP)	Number of families receiving ongoing services at the end of the month	Number of active case managers at the end of the month	Current average number of cases per case manager for month	Average Rating
Nov '04	447	47	9.5	
Dec '04	449	47	9.6	
January '05	440	44	10.0	9.7
February	444	45	9.9	9.8
March	449	45	10.0	9.9
April	443	45	9.8	9.9
May	439	48	9.1	9.7
June	444	48	9.3	9.4
July	440	46	9.6	9.3
August	418	46	9.1	9.3
September	420	46	9.1	9.3
October	423	46	9.2	9.1
November	414	46	9.0	9.1
December	411	43	9.6	9.3

Site 4 (LaCausa)	Number of families receiving ongoing services at the end of the month	Number of active case managers at the end of the month	Current average number of cases per case manager for month	Average Rating
Nov '04	366	40	9.2	
Dec '04	365	39	9.4	
January '05	355	38	9.3	9.3
February	352	39	9.0	9.2
March	368	39	9.4	9.3
April	374	40	9.4	9.3
May	391	38	10.3	9.7
June	384	36	10.7	10.1
July	384	38	10.1	10.4
August	375	36	10.4	10.4
September	371	38	9.8	10.1
October	362	39	9.3	9.8
November	364	38	9.6	9.5
December	356	37	9.6	9.5

Site 5 (CFCP)	Number of families receiving ongoing services at the end of the month	Number of active case managers at the end of the month	Current average number of cases per case manager for month	Average Rating
Nov '04	384	35	11.0	
Dec '04	386	25	15.4	
January '05	340	29	11.7	12.7
February	323	32	10.1	12.4
March	309	31	10.0	10.6
April	317	33	9.6	9.9
May	321	33	9.7	9.8
June	322	35	9.2	9.5
July	318	34	9.4	9.4
August	331	33	10.0	9.5
September	333	36	9.3	9.5
October	350	38	9.2	9.5
November	342	39	8.8	9.1
December	342	38	9.0	9.0



**BMCW  
All Sites**

	Number of families receiving ongoing services at the end of the month	Number of active case managers at the end of the month	Current average number of cases per case manager for month	Average Rating
Nov '04	1936	201	9.6	
Dec '04	1948	196	9.9	
January '05	1937	195	9.9	9.8
February	1941	199	9.8	9.9
March	1951	198	9.9	9.8
April	1957	198	9.9	9.8
May	1978	200	9.9	9.9
June	1970	200	9.9	9.9
July	1968	193	10.2	10.0
August	1940	197	9.8	10.0
September	1923	205	9.4	9.8
October	1942	207	9.4	9.5
November	1920	209	9.2	9.3
December	1899	203	9.4	9.3

## Face-to-face contact - expected performance levels

**I.D.3.** By January 1, 2003, and thereafter for the duration of this agreement, BMCW will include a contract holdback provision in its BMCW Site case management contracts for each BMCW case management Site that will impose a sufficient holdback on each Site that does not meet 90% compliance with monthly face-to-face visits of children in BMCW custody by their case manager.

The ongoing case management contract for each Site identifies a performance incentive for achieving the BMCW performance standard of 95% compliance with monthly face-to-face visits.

## Face-to-face contact by Site, performance levels

**I.D.4.** BMCW will enforce the monthly face-to-face visit holdback provisions in case of noncompliance for months beginning with July 2003.

### Period 3 Goal: 90% (or above)

Actual Performance

**January – December 2005: 97%**

	Site 1 (CFCP)	Site 2 (CFCP)	Site 3 (CFCP)	Site 4 (LaCausa)	Site 5 (CFCP)	Monthly BMCW	YTD
January	98%	98%	97%	95%	95%	96%	97%
February	97%	98%	98%	98%	95%	97%	97%
March	98%	97%	97%	97%	97%	97%	97%
April	97%	98%	98%	98%	96%	97%	97%
May	97%	98%	97%	98%	95%	97%	97%
June	97%	96%	96%	98%	95%	96%	97%
July	97%	96%	97%	97%	95%	97%	97%
August	98%	97%	97%	99%	97%	98%	97%
September	97%	97%	97%	99%	98%	98%	97%
October	96%	99%	99%	98%	98%	98%	97%
November	98%	98%	98%	98%	98%	98%	97%
December	97%	97%	97%	97%	95%	96%	97%

### Semi-annual and annual performance

	January to June	July to December	YTD
BMCW Period 1 2003	84%	96%	90%
BMCW Period 2 2004	97%	97%	97%
BMCW Period 3 2005	97%	97%	97%

NOTE: The Settlement Agreement requires 90% compliance for this section. Through the contracts, the BMCW established a higher performance level than the Agreement, permitting a contractor to earn a performance incentive only if they were at 95% compliance or above.

The percentages in the first table denote each Site's monthly performance. All Sites met the Agreement's performance expectation (90%) throughout all of Period 3 and also met the performance level of 95% (monthly) established by the BMCW.

**The BMCW and its private partner agencies met the performance standard of 90% Period 3.**

The tables below provide additional Site specific information regarding monthly face-to-face contact January 1, 2005 – December 31, 2005:

Site 1 CFCP	Number of children with a face-to-face visit	Total number of children without documented contact	Compliance percentage for month	Compliance percentage YTD
January	743	18	98%	
February	756	23	97%	97%
March	786	12	98%	98%
April	760	20	97%	98%
May	758	21	97%	98%
June	766	26	97%	97%
July	757	23	97%	97%
August	743	13	98%	97%
September	727	22	97%	97%
October	720	29	96%	97%
November	714	15	98%	97%
December	677	20	97%	97%

Site 2 CFCP	Number of children with a face-to-face visit	Total number of children without documented contact	Compliance percentage for month	Compliance percentage YTD
January	586	14	98%	
February	613	13	98%	98%
March	623	18	97%	98%
April	629	12	98%	98%
May	593	15	98%	98%
June	572	24	96%	97%
July	549	24	96%	97%
August	563	18	97%	97%
September	565	16	97%	97%
October	563	7	99%	97%
November	546	9	98%	97%
December	521	17	97%	97%

<b>Site 3 CFCP</b>	<b>Number of children with a face-to-face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance percentage YTD</b>
January	600	16	97%	
February	603	15	98%	97%
March	644	19	97%	97%
April	600	15	98%	97%
May	605	20	97%	97%
June	588	27	96%	97%
July	579	15	97%	97%
August	580	15	97%	97%
September	572	16	97%	97%
October	584	7	99%	97%
November	587	12	98%	97%
December	584	19	97%	97%

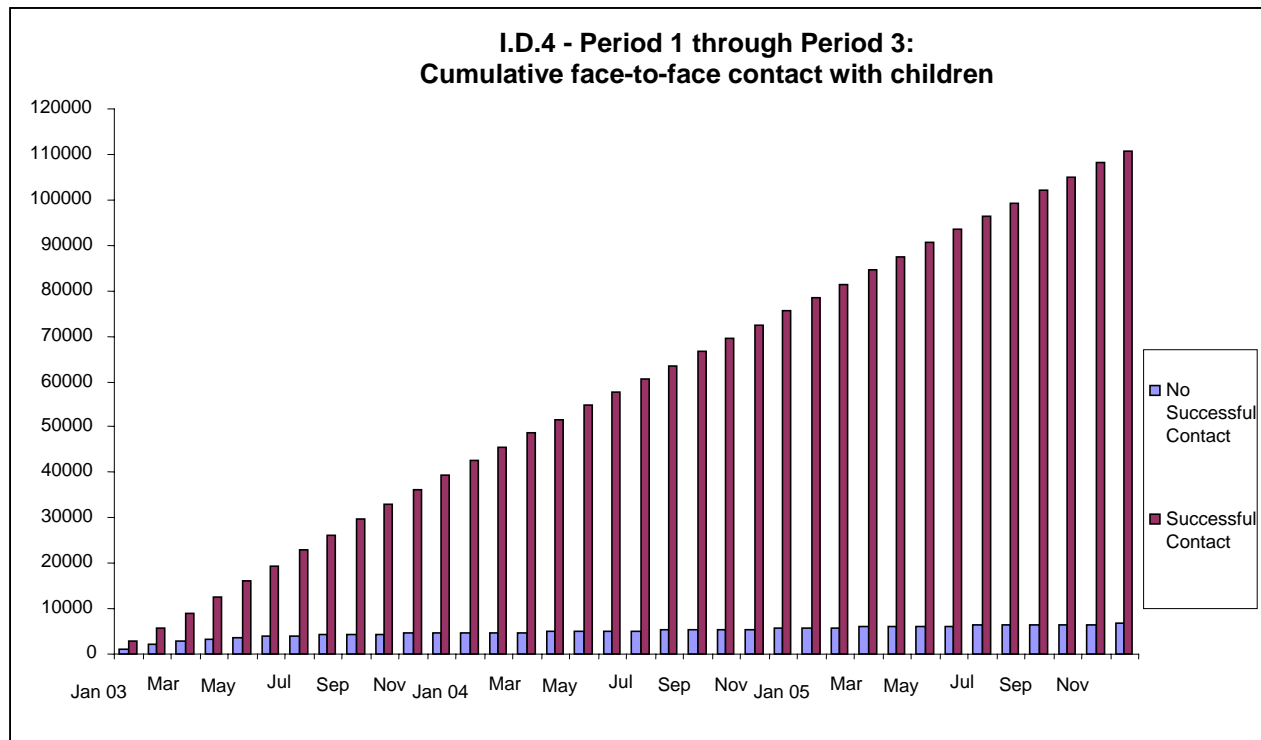
<b>Site 4 LaCausa</b>	<b>Number of children with a face-to-face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance percentage YTD</b>
January	536	30	95%	
February	554	11	98%	96%
March	577	15	97%	97%
April	582	12	98%	97%
May	606	12	98%	97%
June	603	13	98%	97%
July	574	19	97%	97%
August	580	8	99%	97%
September	561	8	99%	98%
October	573	14	98%	98%
November	569	10	98%	98%
December	536	17	97%	98%

<b>Site 5 CFCP</b>	<b>Number of children with a face-to-face visit</b>	<b>Total number of children without documented contact</b>	<b>Compliance percentage for month</b>	<b>Compliance percentage YTD</b>
January	444	23	95%	
February	437	24	95%	95%
March	482	13	97%	96%
April	451	21	96%	96%
May	474	24	95%	96%
June	461	25	95%	95%
July	450	22	95%	95%
August	470	14	97%	96%
September	456	9	98%	96%
October	481	11	98%	96%
November	498	8	98%	96%
December	458	25	95%	96%

## All Sites January - December 2005

BMCW	* Number of children with a face-to-face visit	Total number of children without documented contact	Compliance percentage for month	Compliance percentage YTD
January	2909	101	96%	
February	2936	86	97%	96%
March	3112	77	97%	97%
April	3022	80	97%	97%
May	3036	92	97%	97%
June	2990	115	96%	97%
July	2909	103	97%	97%
August	2936	68	98%	97%
September	2881	71	98%	97%
October	2921	68	98%	97%
November	2914	54	98%	97%
December	2776	98	96%	97%

NOTE: During any given month, on average, there may be several hundred children who are not part of the universe (or computation of data) of children included for face-to-face contact. This group includes, but is not limited to, children who reside in an out-of-state placement (children placed in other states are seen by the local agency in that state/jurisdiction), children in non-contiguous counties (supervised by that county), or children who may be on an extended vacation with their foster family (for the duration of the month). It also includes children under the jurisdiction of other states who, for the best interest of the child, live in Milwaukee County. The BMCW provides courtesy supervision for these children.



The above graph shows a cumulative total of face-to-face monthly contact from Period 1 (January 1, 2003) through Period 3 (December 31, 2005). This graph includes the number of actual face-to-face visits with children (successful contact was over 110,000) in an out-of-home care placement and the number of children who did not have a face-to-face visit (unsuccessful contact - fewer than 7,000).

The intent of providing the information in this format is simply to show the aggregate number of the cumulative total of face-to-face contact for all three periods. This information is shown only to display the sheer magnitude of contact with children for Periods 1, 2 and 3. Multiple contacts with children or contacts with service providers are not included in this measure.

## Placement stabilization/assessment centers and receiving homes

***I.D.5. The use of shelter placements shall be phased out entirely.***

*The BMCW phased out all shelter placements by December 31, 2003*

***I.D.6. By December 31, 2003, and thereafter, no child shall be placed in a shelter.***

*The BMCW no longer uses shelters as a placement for children*

This requirement is related to the phase-out of shelter care. In Period 1, BMCW phased out the use of shelters, as set forth in I.D.5., and I.D.6. BMCW has also complied with the requirement under I.D.7. to develop special diagnostic/assessments for children over 12 years of age.

Adolescent assessment centers and placement stabilization centers exist to provide a short-term home-like atmosphere for adolescents, ages 12-17. These centers are intended to provide a safe and nurturing living environment in which adolescents can be stabilized, supervised, and assessed for the most appropriate permanent placement. The adolescent assessment centers are for first time placement of adolescents between the ages of 12 and 17 entering out-of-home care. The placement stabilization centers accept placements of behaviorally, emotionally and/or socially challenged adolescents, who require stabilization after a disruption in their placement. The placement stabilization centers may also accept first time placements if the adolescent has challenging behaviors.

Assessment centers and placement stabilization centers are required to provide individual and group programming, individualized assessments, direct supervision, and transportation to medical appointments and school of all children in their care. The individual assessments of the children assist BMCW in better serving the children in its custody, as well as matching their needs with the best possible resource.

Assessment family homes, specially trained foster care providers, are designed to meet the immediate first-time placement needs of children age birth through 11. Assessment home providers are expected to not only provide safe, nurturing and enriching care for children, they are also expected to observe children's needs and characteristics in order to contribute to subsequent placement decisions.

When a child is placed in an assessment family home or center, the placement counts toward his/her total number of out-of-home care placements.

During January through December 2005, the following centers were in operation:

NAME OF CENTER	CAPACITY
My Home Your Home Stabilization Center	8 males
St Charles 9A Stabilization Center	8 males
St Charles 9B Stabilization Center (closed 6-30-05)	8 males
STAGES Stabilization Center	10 females
Bridges of Tomorrow Assessment Center	8 females
Lutheran Social Services Assessment Center	8 females
Your Children Our Children Assessment Center	6 males

Effective June 30, 2005, St. Charles, which had been operating two stabilization centers (St. Charles 9A and St. Charles 9B), closed one stabilization center unit based on its determination that utilization did not justify the costs to operate both units. Prior to 2005, the BMCW out-of-home care unit at First Choice for Children established agreements with a number of group home facilities where children may be placed if all center beds are filled. This option had been used mainly for adolescent girls prior to the closing of the St. Charles unit, but was needed more frequently for boys after June 30, 2005. The group home facilities ensure that children referred for assessment and placement stabilizations are provided services similar to those provided at the centers. The BMCW will continue to monitor, analyze and discuss center utilization and capacity and the potential need for an additional center.

The table below provides detailed information on the number of placement episodes by placement type in 2005;

<b>Placement type</b>	<b>Number of episodes (N)</b>
<b>Assessment Centers</b>	
Bridges of Tomorrow	178
Lutheran Social Services	152
Your Children Our Children	73
<b>Total</b>	<b>403</b>
<b>Placement Stabilization Centers</b>	
My Home Your Home	99
St Charles	201
STAGES	240
<b>Total</b>	<b>540</b>
<b>Placements in Group Homes due to full capacity in centers throughout 2005</b>	
A New Outlook	5
AHM	1
Harper House	3
Lemonade Stand	11
New Horizon	13
Positive Development	1
Roads to Independence	2
St. Amelian	6
St. Charles Girls	20
Talitha Cumi	1
Teen Living Center	52
Trans Center	14
<b>Total</b>	<b>129</b>

***I.D.8.** The Division of Children and Family Services shall make its best efforts to seek legislative approval of foster parent reimbursement rates consistent with USDA standards.*

The Division of Children and Family Services (DCFS), as required by the Agreement, made its best efforts to seek legislative approval to increase Wisconsin's foster parent reimbursement rates.



The Division of Children and Family Services has met the requirement to seek legislative approval to increase Wisconsin's foster parent reimbursement rate. Act 25 (2005-07 budget) signed by the Governor on July 25, 2005 included a 5% rate increase in CY06.

## Performance Standard Partially met by BMCW During Period 3

### Development of special diagnostic assessment centers

*I.D.7 By December 31, 2003, the BMCW shall develop special diagnostic/assessment centers for children over 12 years of age who need further assessment in order to determine the appropriate placement. Placement in such centers shall not exceed 30 days or 60 days if the placement is extended in accordance with applicable state law.*

BMCW complied with the requirement under I.D.7. to develop special diagnostic/assessment centers for children over 12 years of age.

Section I.D.7. states a limit on the length of stay in diagnostic/assessment centers (indicating 30 to 60 days, as is consistent with the Department's administrative rules). The Agreement fails to establish a performance standard against which BMCW's performance is to be measured:

- The BMCW met the 60-day limit for 82.1% (880) of the children, and
- Exceeded the 60-day limit for 17.9% (192) of the children.

*The Plaintiffs and the Department are not in agreement as to what the performance standard should be for this requirement. However, there is continued discussion surrounding this measure. Future reports will provide the information of performance standards based on the results of negotiations.*

The following is detailed information regarding children placed in assessment and placement stabilization centers during 2005:

- Total number of individual children who had at least one placement in a center was 580.
- Total number of placement episodes in a center.

Many of the children experienced multiple placement episodes. The table below provides a breakdown of the number individual children and the number of placement episodes they experienced in 2005.

Number of individual children (N)	Number of placement episodes per child	% of placement episodes
360	1	62.1%
112	2	19.3%
42	3	7.2%
29	4	5.0%
14	5	2.4%
11	6	1.9%
4	7	0.7%
2	8	0.3%
3	9	0.5%
1	12	0.2%
1	13	0.2%
1	14	0.2%
<b>580</b>		<b>100.0%</b>

As the table indicates, 360 (62%) of the children experienced one placement episode in a center and 220 (38%) experienced two or more placement episodes.

Adolescents who are "pre-disposition" (under a Temporary Protective Custody order and the disposition of the CHIPS petition is pending) may be placed in a center for 30 days per episode and two 15-day extensions may be requested. Adolescents who are "post-disposition" (under an active CHIPS order) may be placed in a center for no more than 20 days per episode. The following table provides greater detail regarding legal status and length of stay in the centers.

**Length of stay and number of placement episodes by dispositional status**

Placement Type	1 to 20 days		21 to 30 days		31 to 45 days		46 to 60 days		61+ days	
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post
Assessment Centers	166	103	32	13	30	8	19	8	19	5
Placement Stabilization Centers	68	273	26	44	20	48	18	24	11	8
Group Home placements due to full capacity in centers	47	71	1	3	3	1	2	1	0	0
<b>Total</b>	<b>281</b>	<b>447</b>	<b>59</b>	<b>60</b>	<b>53</b>	<b>57</b>	<b>39</b>	<b>33</b>	<b>30</b>	<b>13</b>

The BMCW is monitoring the length of stay of all children. The BMCW continues to be challenged to identify quality homes and placements to care for adolescents, particularly children who present with significant behavioral issues, which frequently affect a child's length of stay. It is difficult to find an appropriate placement for adolescents who are chronic runaways, who are resistant to a foster home placement, or who have significant behavioral or emotional issues.

The next table provides a summary of the length of stay relative to the time limit and number of placement episodes in a center.

**Length of stay and time limits by dispositional status**

	All placement episodes (N)	Pre-dispositional	Post-dispositional
Within time limit	880 (82.1%)	432 (93.5%)	448 (73.4%)
Exceeding time limit	192 (17.9%)	30 (6.5%)	162 (26.6%)

The center length of stay was within the time limit for 82.1% of all placement episodes.

The data suggest that a number of children run away or experience an AWOL episode from the adolescent assessment and placement stabilization centers.

These AWOL episodes may not only impact the overall number of out-of-home care placement episodes experienced by a child but also relate to the general concerns for these children who leave a center and their whereabouts are unknown. There were 217 children who AWOL'd from a

center during CY 2005; of the 217 children, 134 were post-dispositional status and 83 were pre-dispositional status. Approximately 70% of the 217 children had at least two AWOL incidents.

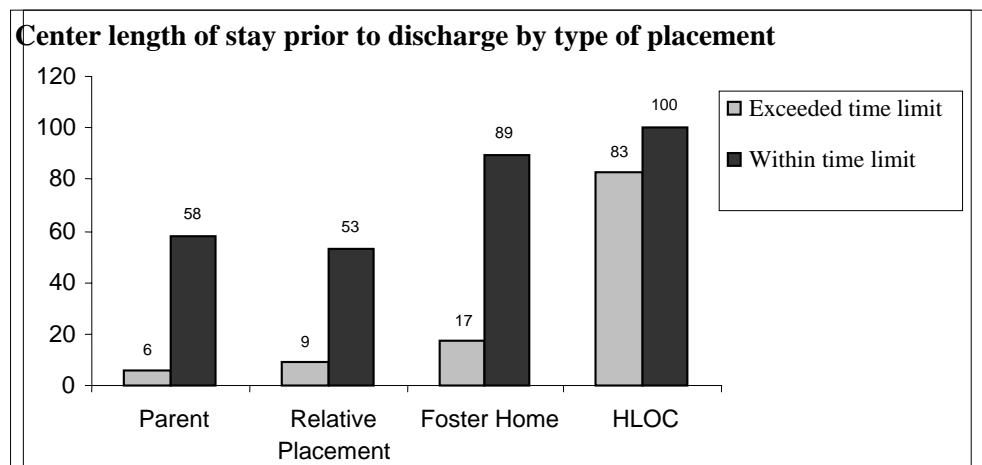
The following data relates to children who were discharged from a center to a higher level of care (HLOC) placement. HLOC placements include treatment foster homes, Wraparound Milwaukee placements, group homes, and residential care centers. There appears to be more difficulty completing timely placement in a higher level of care facility, especially within the post-dispositional time limit of 20 days. The process includes a request for and approval of a HLOC placement at central staffing, identification of a facility that can meet the needs of the child and pre-placement visits to help the child prepare for the new placement.

The table below provides greater detail regarding the number of placement episodes for which children were discharged to a higher level of care placement (HLOC).

<b>Children discharged from a center to a Higher Level of Care placement</b>			
<b>All episodes</b>	<b>Pre</b>	<b>Post</b>	<b>Total</b>
Group Home	28	64	92
Residential Care Center	3	7	10
Treatment Foster Home	23	55	78
Wrap Placement	1	2	3
<b>Total</b>	<b>55</b>	<b>128</b>	<b>183</b>

Overall, 183 (17.1%) of the placement episodes in a center during 2005 resulted in a discharge to a HLOC placement. The need for a HLOC placement is often identified during the assessment or stabilization center stay. As indicated in the table, 128 (69.9%) of children who were discharged to a HLOC placement had a post dispositional legal status.

The following chart illustrates the length of stay prior to discharge to HLOC placements as compared to other types of placements



## Assessment Homes

The following information shows current progress made regarding the recruitment of assessment homes during 2005, by the BMCW in collaboration with Lutheran Social Services - First Choice for Children:

- Identify a total of 50 assessment home beds, 64 beds are currently available (28 homes)
  - Specifically identify at least five assessment homes able to take sibling groups of 4 - 6 children and also specializing in medically needy children
  - Five homes are now licensed for four or more children and two of these homes are able to accommodate a sibling group of six.
- Develop foster parent skills (for assessment and general foster homes) in dealing with children's most common and prevalent medical and behavioral needs.
  - Orientation was enhanced to address the possible behavioral/medical needs of children entering care; the type of behaviors children may display, and the parenting of children in this transition.

During 2005, the following topics were enhanced for foster parent training:

- Introduction to ADHD,
- De-escalation Techniques (for verbally and physically aggressive children),
- Introduction to Oppositional Defiant Disorder and Communication/Problem-solving with Children and Teens,
- Infant Care (SIDS avoidance, medication, preparing for pediatrician visits, pre- and post-immunization care),
- Infant/Child CPR, Infant/Child First Aid (including universal precautions),
- Independent Living Skills for Teens,
- Adolescent Development: Understanding Your Teen,
- Managing Misbehavior,
- Understanding and Building Attachment,
- Parenting Children with Sexualized Behaviors,
- Infant Massage (geared towards premature and drug-exposed infants),
- Age Appropriate Supervision, and
- Making Memories-Creating a Life Book.

## Performance Standards not met by BMCW in Period 3

As with the previous section discussing achieved or partially achieved performance standards, these areas are also categorized under the key performance objectives of *permanence, safety and well-being*.

### Permanence

#### Timeliness of ASFA compliance

ASFA – Timeliness of filing TPR or an exception documented for children reaching their 15 of 22 months in out-of-home care

**I.B.2** *At least the following percentages of children in BMCW custody reaching 15 of the last 22 months in out-of-home care during the period shall have had a Termination of Parental Rights (TPR) petition filed on their behalf, or an available Adoption and Safe Families Act (ASFA) exception documented in their case, by the end of their fifteenth month in care*

#### Period 3 Goal: 90% (or above)

Actual Performance

**YTD January – December 2005: 29%**

	Number children reaching 15 of 22 months in OHC	Number with available exception or TPR	Compliance % for month	Compliance % YTD
January	66	24	36.4%	36.4%
February	23	5	21.7%	26.9%
March	44	13	29.5%	29.5%
April	64	14	21.9%	25.0%
May	67	23	34.3%	28.6%
June	71	23	32.4%	29.7%
July	56	11	19.6%	27.8%
August	58	19	32.8%	28.6%
September	37	6	16.2%	27.5%
October	76	23	30.3%	27.9%
November	64	23	35.9%	28.9%
December	55	18	32.7%	29.2%

#### Semi-annual and annual performance

	January – June	July - December	Annual
BMCW Period 1 2003	70%	84%	77% (Jan-Dec)
BMCW Period 2 2004	87%	90%	88% (Jan-Dec)
BMCW Period 3 2005	29%	29%	29% (Jan-Dec)

### Discussion

The graph above shows the month-to-month and progressive annual average performance of the BMCW and its private partner agencies.

**The BMCW and its private partner agencies did not meet the Period 3 performance standard of 90%.**

The method for calculating the Period 3 performance standard for this measure has been adjusted to meet the recommendations by the Legislative Audit Bureau in the February 2006 audit report and agreed upon with plaintiffs counsel. In this report the BMCW has calculated this measure using the method recommended by the Legislative Audit Bureau. The calculation for Periods 1 and 2 used a different set of parameters to determine the 15 of 22 months in out-of-home care.

One of the adjustments to the Period 3 calculation identifies how the 15 of 22nd month is determined. The Legislative Audit Bureau concluded that the previous method for calculation of the 15 of 22 months was the 16th month, not the 15th month. With the new data using the adjusted measure the BMCW did not meet the expected performance standards for Period 3. The group of children in the new cohort group shifted to those reaching 14 to 14.9 months ASFA threshold, compared to where the BMCW was measuring at the 15- 15.9 months. Two-hundred two of 681 children met ASFA compliance by the 15 of 22 months in out-of-home care with either a TPR filed or an allowable exception documented in the permanency plan. .

Although 479 children did not reach timely compliance, the significant issue of permanency planning was pursued for all children in the cohort group. At the end of Period 3, there were an additional 301 children who subsequently had a TPR filed or an allowable exception documented in their permanency plan.

The following table shows the number of children (202) who met timely ASFA compliance during Period 3. There were 479 children who did not meet timely ASFA compliance. The table also shows, through subsequent efforts, the number of the 479 children who did not meet timely ASFA compliance but “belatedly” moved into ASFA compliance before the end of Period 3.

	Number of children reaching 15 of 22 months in OHC during Period 3	Number of children with an allowable exception or TPR filed	Annual compliance
Children who achieved timely compliance during period 3	681	202	29.7%
Children who did not make timely compliance in Period 3, but subsequently met compliance by the end of Period 3	681	301	NA
Total children from Period 3 who reached their 15 of 22nd month in OHC and either met timely compliance or subsequent compliance with documentation in eWiSACWIS	681	503	73.8%

The table below shows how the 202 children achieved timely ASFA compliance in Period 3.

<b>Totals</b>	<b>TPR filed</b>	<b>Placed with a fit and willing relative</b>	<b>Not in best interest to TPR</b>
<b>January – June (N=102)</b>	10	43	49
<b>July – December (N=100)</b>	13	48	39
<b>Total (N=202)</b>	23	91	88
<b>Percentage of Total</b>	11%	45%	44%



## Adoption within 24 months of removal

***I.B.7.** At least the following percentage of children for whom an adoption is finalized within the period shall exit BMCW out-of-home care within 24 months of entry into care.*

### Period 3 Goal: 30% (or above)

Actual Performance

**YTD January – December 2005: 21.7%**

Time to Adoption	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
24 months or Less	3	1	8	13	9	4	5	12	3	5	13	4	80
Monthly Percentage	12%	4%	31%	30%	27%	14%	24%	35%	11%	25%	33%	11%	22%
25 months or more	23	27	17	33	26	24	16	22	25	15	26	33	288
Monthly Percentage	88%	96%	69%	70%	73%	86%	76%	65%	89%	75%	67%	89%	78%
Total Number of Finalized Adoptions	26	28	25	47	35	28	21	34	28	20	39	37	368

### **Semi-annual and annual performance**

	January - June	July - December	YTD
BMCW Period 1 2003	8.9%	18.8%	14.2%
BMCW Period 2 2004	13.8%	17.8%	15.5%
BMCW Period 3 2005	20.6%	23.5%	21.7%

**The BMCW did not meet the Period 3 performance standard of 30% or above for this measure.** The total number of adoptions during Period 3 (368) was lower than for the same timeframe in Periods 1 and 2. Nevertheless, the percentage of those finalizations that were accomplished within 24 months of the child's entry into out-of-home care has risen consistently over the last 2 years. Although the performance did not meet the established performance standard, it has been the most successful semi-annual period for any of the three Agreement periods.

### **Discussion**

The BMCW and its private partner agency (CSSW) made progress in this area but again fell short of the Period 3 standard. As of the end of December 2005, 21.7% of the children adopted in Milwaukee County achieved permanency within this timeframe.

This measurement only addresses and measures children who have successfully been adopted. It is, therefore, difficult to determine with certainty which factors delay adoption within 24 months and which others, if mediated, would allow children to be adopted more quickly. While the causes for long stays prior to finalization have been the subject of much discussion, the following data address what is known about the issue.

The tables below show general descriptive data about the children adopted during Period 3 and compare it with same data from Periods 1 and 2:

**For children who were adopted during CY 2005:**

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
<b>Period 3</b>		80	76	39	20	153
<b>Gender</b>	<b>M</b>	38	33	21	12	80
	<b>F</b>	42	43	18	8	73
<b>Age</b>	<b>0-5</b>	65	52	18	10	4
	<b>6 to 11</b>	7	22	15	8	79
	<b>12 to 15</b>	5	1	6	2	58
	<b>16 plus</b>	3	1	0	0	12

**For children who were adopted during CY 2004:**

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
<b>Period 2</b>		89	93	83	117	182
<b>Gender</b>	<b>M</b>	42	41	48	60	106
	<b>F</b>	47	52	35	57	76
<b>Age</b>	<b>0-5</b>	75	59	29	32	9
	<b>6 to 11</b>	9	23	39	62	114
	<b>12 to 15</b>	5	9	11	21	51
	<b>16 plus</b>	0	2	4	2	8

**For children who were adopted during CY 2003:**

		< 24 Months	24- 36 Months	36-48 Months	48-60 Months	60+ Months
<b>Period 1</b>		80	93	104	82	233
<b>Gender</b>	<b>M</b>	41	44	45	37	132
	<b>F</b>	39	49	59	45	101
<b>Age</b>	<b>0-5</b>	70	57	55	38	19
	<b>6 to 11</b>	4	27	37	28	143
	<b>12 to 15</b>	3	7	10	14	63
	<b>16 plus</b>	3	2	2	2	8

For the current reporting period, 76% (280) of the children adopted were age 11 or younger. During period 2, 79.9% (451) of all children adopted were age 11 or younger at the time of their finalized adoption, and during Period 1, the percentage was 81.8% (478). This continuing decline indicates that there is more success in finding and processing adoptive placements for older children. Nevertheless, children under the age of two continue to be over-represented in the number of children adopted within 24 months of removal, although by a slightly smaller margin.

<b>Year</b>	<b># of children adopted within 24 months of removal</b>	<b># of these children under the age of 2 years at the time of finalization</b>	<b>Percentage</b>
<b>2005</b>	80	43	53.7%
<b>2004</b>	87	59	67.8%
<b>2003</b>	80	54	67.5%

## Barriers and delays

An examination of the cases of children adopted in 2005 provides the following information on the length of time that different processes were taking in the adoption process:

- Early filing of a Termination of Parental Rights (TPR) petition correlates with early permanency. Of the 93 children in this sample whose TPR petition was filed within 15 months of removal, 69 (74%) were adopted by the 24 month mark.
- The median time for a TPR to be filed for children adopted in 2005 was 30 months after removal, and the mode was 15.5 months.
- Approximately 24% of the TPR processes took less than three months; however, for at least 85 children (23%), the TPR process itself took more than a year.
- The granting of a TPR often, but not always, ensures that permanency is near. Almost 43% of the children adopted in 2005 were finalized within three months of the TPR (157), and over half (197) were finalized within four months. However, 48 children (or 13%) were not finalized until a year or more after the TPR.
- In nine cases, the time that the case was open after TPR was longer than the time to file the TPR petition.

Period 3	<3 months	3 to 6 months	6 -12 months	1 to 2 years	>2 years
Removal to TPR filed	13	10	39	103	203
TPR filed to Order Granted	99	66	118	74	11
TPR order to Finalization	157	78	85	37	11

It is not known for all cases what has caused the delays in the Termination of Parental Rights petition being filed and the adoption finalization. The BMCW is continuing to examine the length of the court process, ways to streamline the home study process, and early implementation of services for children and families.

## Strategies to address length of time to adoption

During Period 3, the BMCW developed and continued corrective action strategies to address the timely adoption of children. The strategies identified included cross-system collaboration to implement efforts to improve not only timeliness but also information to parents. This is not an all inclusive list of strategies and initiatives:

- **Permanency Counselor at Children's Court**—In cooperation with the Children's Court, the BMCW will continue funding of the Permanency Counselor position housed at Children's Court to educate birth parents about the termination of parental rights process. Through the work of this position, there has been a significant increase in the number of voluntary termination of parental rights petitions.

The following figures are provided for informational purposes only. The data in the table below show the involvement of the Permanency Counselor (located at the Children's Court Center) in the permanency process.

2005	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>Scheduled meetings</b>	42	54	49	62	3	35	32	35	31	44	27	32
Actual meetings	38	38	36	62	3	24	29	26	23	28	17	24
Court/no meeting	5	10	10	2	8	10	24	6	8	13	10	6
No shows/meeting cancelled	4	6	3	2	0	5	3	3	0	3	0	2
New referrals	19	14	14	57		14	10	9	6	10	5	6
Appointments scheduled for next month	38	29	31	26	6	10	11	NA	NA	NA	NA	NA
<b>Meeting Participants:</b>												
Fathers	10	9	12	22	0	13	12	8	7	4	1	5
Mothers	24	28	25	37	3	14	17	19	16	23	16	20
Children	1											
Mediation/other	5	1								1		
<b>Voluntary TPRs:</b>												
Fathers	2	2	5	5	1	7	7	1	3	2	0	1
Mothers	7	5	6	7	2	7	5	2	4	8	4	3

#### **Voluntary TPRs January – December 2005**

- Total number of children = 125
  - Jury Trials = 37
  - No Attorney = 13
  - Mothers = 56
  - Fathers = 27
- **Permanency consultant as part of CST meetings**—An updated procedure addressing the BMCW's expectations regarding coordinated service team (CST) meetings was released in May 2005. In-service training was given to all ongoing, out-of-home care and adoption staff. Among the points emphasized at these meetings was the expectation that the permanency consultant (formerly called the adoption consultant) will be involved in all cases no later than the second CST meeting. The permanency consultant will now be an active team member on the front end of case situations in order to help identify adoption permanency options sooner when reunification is not viable.

The role of the permanency consultant is to explain ASFA timelines, assist in the development in the permanency plan, and gather information for an assessment of the child and the current provider. At the third CST meeting, there will be a discussion of the permanency plan and what the recommendation will be to the court at the 12 month review. The meeting will also be used to identify barriers to permanency, and to develop concrete plans to resolve the identified barriers, in addition to problem solving. After the third CST, the permanency consultant will interview the out-of-home care provider (both foster parents and relatives) to explain the adoption process and provide information about adoption, as well as to determine whether they are interested in adoption and whether they meet the adoption eligibility criteria.

- **Dual licensure**—The BMCW has instituted the dual licensure process to standardize business practice and expedite completion of the adoption home study for foster families adopting foster children currently in their care.

The dual licensure process is now part of the BMCW's procedures for all new foster parent applicants and implemented for existing foster parents at the time of license renewal. The same standards and requirements will be used for foster and adoptive parent applicant home studies, based on lessons learned and recommendations from the pilot project recently completed within BMCW. By doing so, it is hoped that when foster parents adopt, their home study can be updated. Implementation was phased-in starting in September.

- **Relative adoptive resources**—The BMCW will continue active efforts to educate relatives caring for children in stable foster care placements about the benefits of adoption. The permanency consultant from CSSW is the lead educator. This will usually occur in the relative's home during a planned joint visit by the case manager and permanency consultant. CSSW will also conduct group meetings about the adoption process specifically tailored for relatives. Relatives can be identified by the case manager after reunification has been ruled out as a permanency option or by the permanency consultant as part of their regular Site-based review of cases being tracked for permanency. Relatives can also be identified as part of the CST process.

## Safety

### Maltreatment while in out-of-home care

**I.C.1.** No more than the following percentages of children in BMCW custody shall be the victims of substantiated abuse or neglect allegations within the period by a foster parent or staff of a facility required to be licensed.

**Period 3 Goal: .60% (at or below)**

Actual Performance

**YTD January – December 2005: 0.81%**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
<b>Completed Investigations – Determinations (N)</b>	23	36	41	22	43	27	38	26	31	43	23	28	381
<b>Children Maltreated by Foster Parent or agency staff (Substantiated Allegations) (N)</b>	0	2	8	1	1	2	4	2	6	9	0	0	35
<b>Children Entering Care (N)</b>	94	121	106	145	82	120	88	84	89	102	76	72	1179
<b>Cumulative Children in OHC (3,151 as of 1-1-05)</b>	3,245	3,366	3,472	3,616	3,699	3,819	3,907	3,991	4,080	4,182	4,258	4,330	
<b>BMCW Annual Performance Percentage</b>													0.81%

NOTE: The data provided for CY 2003 and CY 2004 in all of the tables, charts and discussion, includes all substantiated allegations of maltreatment by a foster parent or staff of a facility required to be licensed including substantiated allegations of maltreatment, even those which have been reversed on administrative review. The data for CY2005 does not include children if the substantiation of maltreatment against the maltreater has been reversed on administrative review.

### Annual performance

	<b>Period goal (at or below)</b>	<b>End of Period</b>
<b>BMCW Period 1 2003</b>	0.70%	0.57%
<b>BMCW Period 2 2004</b>	0.65%	0.79%
<b>BMCW Period 3 2005</b>	0.60%	0.81%

We have changed the method for calculating the percentage of children in BMCW custody who have been victims of abuse or neglect. The method used in this report is consistent with both the language of the Agreement and with Federal reporting requirements. We are calculating the percentage based on the number of *children* maltreated while in out-of-home care, as opposed to the number of *substantiations* of abuse. In this report, we are including revised calculations for Periods 1 and 2, using this methodology.

The measure was calculated by identifying the number of children in an out-of-home care placement on January 1, 2005, (3,151) and adding all children (1,179) entering out-of-home care

during 2005 (4,330). This total (4,330) represents all children in out-of-home care during the year. The performance standard is then calculated by dividing the number of children maltreated (35) by the all children who were in an out-of-home care placement during the year (4,330).

The table below reflects the changes for CY 2003 and CY 2004 when calculating the percentage based on the number of children maltreated while in out-of-home care, as opposed to the number of substantiations of abuse.

	Original Reported Number of Substantiated Allegations	Unique Children Associated with Substantiations	Total Children in OHC for the Year	Adjusted Performance Percentage	Previous Reported Percentage	Performance Measure
CY 2003	32	32	5,581	0.57%	0.57%	0.70%
CY 2004	41	38	4,797	0.79%	0.85%	0.65%

**The BMCW did not meet the expected performance standard for Period 3.**

## Discussion

The data indicate that the numbers of children in out-of-home care who have been victims of physical abuse has decreased over the three years of the settlement. Similarly the number of children sexually abused has decreased over the three years of the Settlement from six in Period 1 to one in Periods 2 and 3. The opposite is true for findings of neglect. The number of substantiations for neglect in 2005 is almost triple that of 2003. The data do not suggest that there is anything different in the way that substantiation decisions are being made compared to prior years, nor are we able to determine a significant difference in the characteristics of either the children or caregiver. However, in 2005 there was a significant increase in the number of neglect substantiations involving group homes and residential facilities.

There were 35 children with a substantiated allegation of maltreatment by a foster parent or staff of a facility required to be licensed, totaling 40 substantiated allegations. Five of the 35 children had two substantiated allegations of maltreatment by a foster parent or staff of a facility required to be licensed.

## Details/Trends

- There were 35 children with a substantiation of maltreatment while in an out-of-home care placement in 2005.
- Substantiated allegations of “physical abuse” have declined over the course of the Settlement. (Period 1 accounted for 53% of all substantiations; Period 2 accounted for 36% of all substantiations; and in Period 3 accounted for 20% of all substantiations.)
- The percentage of children with a substantiated allegation of “neglect – general lack of care” has increased in each of the three years. (Period 1=29%; Period 2=24%; Period 3= 65%.)

- In 2005, we saw a dramatic decrease in the number of child victims between the age of 0-4.9 .(Period 1=7; Period 2=10; Period 3 =2) and an increase in the number of child victims over the age of 15 (Period 1=3; Period 2=0; Period 3 =8.)
- The number of child victims in the 5 to 11 age range has declined during the course of the settlement.
- The ratio of male to female victims has fluctuated over the past three years and does not show any particular trend.

The first table compares maltreatment by type in Periods 1, 2 and 3.

Type of Substantiated Maltreatment	Period 1 (N)	Period 1 %	Period 2 (N)	Period 2 %	Period 3 (N)	Period 3 %
Emotional Maltreatment			1	2.4%		
Lack of Supervision			12	29.3%	4	10.0%
Neglect - General Lack of Care	9	29%	10	24.4%	26	65.0%
Other Medical Neglect			2	5%	1	2.5%
Physical Abuse	17	53%	15	36.5%	8	20.0%
Sexual Abuse	6	18%	1	2.4%	1	2.5%
Totals	32	100%	41	100%	40	100%

During Period 3, examples of actions that fell under a substantiated determination of:

#### **Neglect**

- Foster parent driving under the influence of alcohol with child in car;
- Foster parent not giving medication regularly to a child;
- Keeping a loaded gun in the home;
- Leaving children in the care of other children;
- Child using drugs with staff at group home;
- Child setting off fireworks with supervision;
- Foster parent abandoned children after using cocaine;
- Child whereabouts unknown and wandering the streets;
- Children in group home regularly gone and the group home not knowing their whereabouts, and
- Foster parent drug possession.

#### **Lack of Supervision**

- Children left unsupervised at a restaurant.

Five of the substantiations involved firearms, fireworks or other potentially dangerous items left in places where foster children had access to them. Fortunately, none of these substantiations actually involved a child being hurt by these items.



Six of the substantiations involve drug use by the foster parent or facility staff. In one case a child was injured when the foster parent, who was driving while intoxicated, was involved in an accident.

The next table compares the type of substantiated maltreatment and the licensing status of the maltreater (i.e. foster parent, treatment foster parent, or staff at child caring institution) in 2005.

Relationship to Victim	Substantiated Maltreatment type by maltreater during 2005						Grand Total
	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact	
Foster parent	0	4	15	1	6	1	27
Treatment foster parent	0	0	3	0	1	0	4
Staff at child caring institution, group home or other licensed facility	0	0	8	0	1	0	9
Grand Total	0	4	26	1	8	1	40

The following table compares data between Periods 1, 2 and 3 pertaining to the perpetrators' relationship to the victim. In Period 3, the number of incidents where children were maltreated by a treatment foster parent is the same as Period 1. The number and percentage of children maltreated by staff at child care institutions (licensed facilities) is the highest it has been during the three years of the agreement.

Perpetrators' Relationship to Victim	Period 1 (N=32)	Period 1 %	Period 2 (N=41)	Period 2 %	Period 3 (N=40)	Period 3 %
Foster Parent (licensed by LSS)	24	75%	29	71%	27	67.5%
Treatment Foster Parent	4	12.5%	7	17%	4	10%
Staff at a child caring institution	4	12.5%	5	12%	9	22.5%

### Notes on Maltreators

- Three had been licensed foster parents for less than a year and three had been licensed foster parents between one to two years at the time of the incident.
- Childcare institutions and licensed facilities accounted for almost 23% of substantiations in 2005.

The next table provides a comparison of the children with a substantiated allegation by gender and maltreatment type. Unlike 2004, the number of males maltreated was almost twice the number of females (25 or 62%). In addition male children were the victims of twice as many substantiations involving physical abuse and a lack of supervision compared to female children.

Substantiated maltreatment types compared to gender during 2005							
Gender	Emotional Maltreatment	Lack of Supervision	Neglect - General Lack of Care	Other Medical Neglect	Physical Abuse	Sexual Contact	Grand Total
Female	0	1	10	1	2	1	15
Male	0	3	16	0	6	0	25
Grand Total	0	4	26	1	8	1	40

### Strategies to address maltreatment of children in out-of-home care

The BMCW and its partner agencies consider the safety and well-being of children to be its primary responsibility. Efforts to reduce the number of children who experience maltreatment while in out-of-home care are continuous. In 2004 and 2005, several new or expanded procedures have been implemented, including:

- MUTT Expansion.** In October of 2005 DHFS worked with the Milwaukee County Human Services Behavioral Health Division to expand its crisis intervention services for foster families provided by their Mobile Urgent Treatment Team (MUTT). There is now a mobile crisis team dedicated to providing immediate mental health services 24 hours-a-day for foster youth and their families. In addition, the team develops a 21-day response plan, which includes any follow-up visits to the foster home to evaluate how the child and foster family are doing and identify other mental health services needs. The team will also prepare a longer term crisis plan for children who are found to be at risk for a recurring mental health, emotional or behavioral crisis. The program began in December of 2005.
- Implemented Stabilization Meetings.** Within the first week of a new placement, ongoing case managers and licensing specialists conduct a joint home visit (initial stabilization meeting) with the foster family to identify potential behaviors or issues that may stress the family's capacity to nurture the child and maintain the placement. In addition, FCFC has implemented quarterly stabilization meetings focusing on the strength and stability of the placement and to assess any services or supports that may be necessary. These meetings are held in the foster family's home and ongoing, licensing, and adoption staff participate. FCFC has incorporated these meetings into practice and conducted approximately 500 meetings in the last quarter of 2005.
- Improved Support Plans.** By the end of Period 3 FCFC had completed a support plan improvement initiative designed to strengthen and better customize support plans. The initiative included a range of staff training opportunities, including a two-day in-service aimed at strengthening family assessment skills and supervisory reinforcement of the skills necessary to provide meaningful support to foster families. In addition, FCFC is now auditing files to ensure support plans are completed and individualized for the family.
- Focus on Disciplinary Practice.** FCFC continues to use a standard home visit checklist to guide monitoring activities at each home visit. Included on the checklist is a discussion of discipline. FCFC also requires the licensing specialist to observe the foster parent/child interaction at least once a quarter which can help with improving parenting skills and disciplinary practices used in response to behavioral challenges. Lastly, FCFC has assumed responsibility for the day-to-day training of foster parents (formerly

subcontracted). This allows FCFC to gain a better understanding of potential foster parents understanding and willingness to comply with rules governing discipline.

- **Expanded Training Options.** FCFC has continued to expand the breadth of training available to both staff and foster parents. Extensive additions to the foster parent training offerings include:
  - Understanding juvenile depression,
  - ADHS in school-aged children,
  - Advanced training in responding to children's attachment needs,
  - Responding to physical and verbal aggression,
  - Parenting sexually traumatized children,
  - Managing hard to manage teenagers, and
  - Dealing with sexually active youth.

In addition, FCFC has opened a second training center for foster families, housed within Ascension Church on the south side of Milwaukee. This addition helps provide for the diverse needs of our foster families.

FCFC has also taken the lead in developing a survey for unlicensed kinship providers that will assess their interest in these training options.

- **Post-Substantiation Debriefing.** All substantiated allegations are staffed by two FCFC managers to identify learning opportunities (i.e. early warning signs missed). Seventeen such debriefings have been held to date, and findings are shared with staff involved in the case. Staff from ongoing and adoption now participate in these debriefings too.
- **Focus on Treatment Foster Care.** A workgroup focusing on maltreatment concerns in treatment foster care was convened over the course of several months and resulted in a series of recommendations for enhanced practice. They include:
  - Provide treatment foster care licensing agencies with greater flexibility to respond to concerns raised in independent investigations.
  - Individualized support planning in all treatment foster care agencies.
  - Greater breadth and uniformity in the training curricula for treatment foster families.

## Well-Being

### Placement stability – children with three or fewer placements in out-of-home care

**I.D.9.** *At least the following percentages of children in BMCW custody within the period shall have had three or fewer placements after January 1, 1999, during their current episode in BMCW custody. The number of placements will exclude time-limited respite care placements and returns to the same caretaker after an intervening placement during the same out-of-care episode. Those children in BMCW custody through the Wraparound Milwaukee program shall be excluded from this calculation.*

#### Period 3 90% (or above)

Actual Performance

**YTD January – December 2005: 72%**

Placements	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Three or Fewer (N)</b>	2,025	2,221	1,998	2,069	2,087	2,047	1,995	1,965	1,990	1,971	1,946	1,859
Percentage	71%	69%	71%	71%	73%	73%	72%	72%	72%	73%	73%	71%
<b>Four or More (N)</b>	823	980	819	842	793	766	763	766	768	768	725	750
Percentage	29%	31%	29%	29%	27%	27%	28%	28%	28%	27%	27%	29%
<b>Total Percentage</b>	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

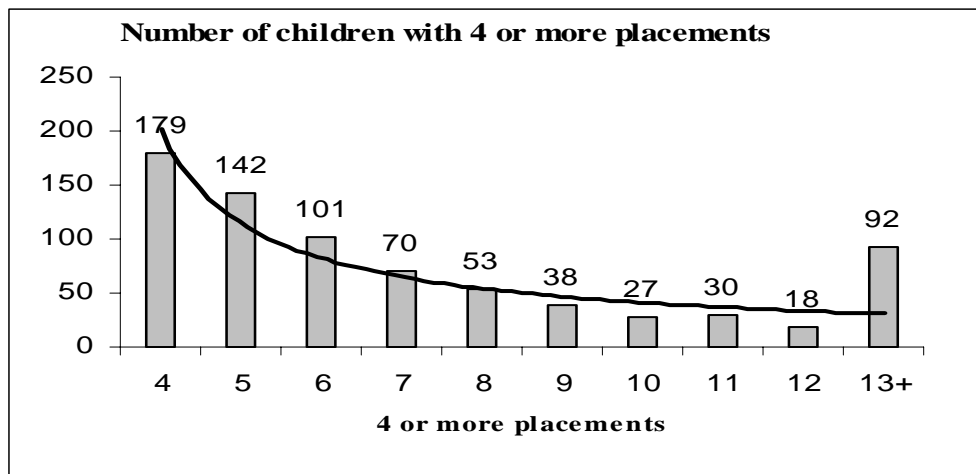
The table above provides on a month-by-month basis the number of children who have three or fewer placements. The 2005 average for three or fewer placements is 72%. **The BMCW did not meet the expected performance standard for Period 3.**

The table below summarizes the semi-annual changes in the percentage of children with three or fewer placements and compares the first six months and last six months of 2003, 2004 and 2005.

#### **Semi-annual and annual performance**

	January - June	July - December	YTD
BMCW Period 1 2003 Performance expectations 80% or above	75%	77%	76%
BMCW Period 2 2004 Performance expectations 82% or above	71%	73%	72%
BMCW Period 3 2005 Performance expectations 90% or above	71%	72%	72%

The series of tables below provide insight about the 750 children with 4 or more placements as of December 31, 2005.



The trend line suggests that the majority of children (66%) with four or more placements have experienced between 4 and 7 placements. Twenty-two percent experience between 8 and 12 placements. There are 92 children with 13 or more placements. This accounts for 12% of the children with four or more placements. These 92 children, ranging in age from 5 to 17, have been in out-of-home care between 36 and 107 months, and experienced between 13 and 33 placements. The range of time in their current placement is between 1 to 30 months. Compared to the children who have had fewer placements, the 92 children were younger at time of removal and experienced greater length of stay in out-of-home care and less time in each placement.

The table below provides an overview by age group, the mean and median length of stay in an out-of-home care placement, the number of placements and the length of time in their most recent placement as of December 31, 2005.

N= 750	Current Age		Length of Stay(months)		Length of Placement (months)		Number of Placements	
Age range	mean	median	mean	median	mean	median	mean	median
<b>0 to 4 n=35</b>	2.5	3	19.9	19	6	3	5	4
<b>5 to 11 n=177</b>	8.7	9	49.2	38	11.6	7.4	6	5
<b>12 to 15 n=274</b>	13.8	14	70.1	65	11.5	6	8	7
<b>16 to 18 n=264</b>	16.8	17	83	76.5	11.4	5.4	9	7

Information from the table above indicates that young children between the ages of 0 and 4 are not immune to multiple placement changes. Children in this age group have experienced changes in placement as indicated by the number of placements within 19 months of their placement in out-of-home care. The data also suggests that children between the ages of 5 and 16 are more likely to experience on average four additional placement changes if they remain in out-of-home care.

The table below provides information on the number of children who were placed with a sibling and the type of placement they resided in as of December 31, 2005.

Total number of children per age group	Siblings placed together (percent of total n=750)	Placed with a relative (percent of total n = 750)	Placed in a non relative setting (percent of total n= 750)
0 to 4 (n = 35)	9 (1.2%)	3	6
5 to 11 (n = 177)	54 (7.2%)	31	23
12 to 15 (n = 274)	41 (5.5%)	25	16
16+ (n = 264)	20 (2.7%)	10	10
Total (n=750)	124 (16.5%)	69 (9.2%)	55 (7.3%)

In 2005, there were 142 families with 348 children with four or more placements. 224 children were not placed with a sibling, and 124 were placed together as of December 31, 2005. Of the 124 children placed with a sibling, 69 (55%) were placed in a relative placement, and 55 (44%) were placed in a non-relative placement.

As indicated in the following table, children who are placed with a sibling have a shorter length of stay, fewer placements and have resided in their current placement longer than children who are not placed with a sibling. The table below compares the length of stay in an out-of-home care placement, the number of overall placements, and the length of time in the current placement for children placed with a sibling and children who are not placed with a sibling.

All children n= 750	Length of stay in OHC(months)		Number of Placements		Length of time in current placement (months)	
	Mean	Median	Mean	Median	Mean	Median
Sibling placement (124)	63	59	6	5	15	9
Non sibling placement (626)	68	58	8	6	11	6

Additional data suggest that when siblings are placed in a relative placement overall they experience longer stays in an out-of-home care placement. As a result, those children may experience placement stability but not necessarily permanency.

The next table provides information about children with four or more placements and their permanency plan goal.

Permanency Plan goals of children with 4 + placements			Length of stay (months)		Number of placements		Length of time in current placement (months)	
	Total	% of Total	Mean	Median	Mean	Median	Mean	Median
Reunification	206	27.5%	42	27	6	5	9	6
Sustaining Care	7	0.9%	67	66	7	7	12	6
Adoption	139	18.5%	75	64	8	6	13	9
Fit and Willing Relative	75	10.0%	77	69	7	7	12	6
Independent Living	51	6.8%	88	87	11	9	10	6
Long Term Foster Care	202	26.9%	92	88	10	8	12	6
Transfer Of Guardianship	70	9.3%	101	88	6	6	29	14

Overall, children with a permanency plan goal of reunification experience a shorter length of stay in out-of-home care and fewer placements compared to children with other permanency plan goals. However, children with reunification as a permanency plan goal experience multiple and rapid placement changes over a shorter period of time, as indicated by the length of stay and number of placements.

Conversely, children with four or more placements with a permanency plan goal of long term foster care experience a longer length of stay in out-of-home care and a greater number of placements compared to children with other permanency plan goals. However, children with long term foster care as a permanency plan goal experience greater movement over a longer period of time as indicated by the length of stay and number of placements.

### Strategies to address placement stability

- **Expanded Recruitment Efforts.** The Bureau, working with CFCP, has intensified recruiting efforts to increase the pool of quality foster families to meet the diverse needs of children who require out-of-home placements. Efforts include:
  - Targeting efforts on areas adjacent to neighborhoods with high incidences of child removals in order to place children in their own neighborhood.
  - Use foster parent ambassadors to assist with community recruitment forums targeting health care providers and stay at home parents capable of caring for high needs youth and sibling groups.
  - Increase the frequency of foster parent orientation sessions from four to five per month to accommodate increased demand for weekend sessions.
  - The number of trained Foster Parent Ambassadors has tripled since 2004 and their utilization has expanded to include participation in virtually every recruitment activity.

In addition, the BMCW is working with faith-based groups to develop new, culturally competent strategies for outreach, recruitment, and support of successful foster families.

- **Focus on Assessment Centers.** FCFC is reducing the caseload size for licensing specialists assigned to assessment homes so that they are more available for in-home support and training.
- **Expanded Training Options.** FCFC has continued to expand the breadth of training available to both staff and foster parents, and has provided full sponsorship to local conferences for interested foster families in order to encourage maximum participation in the training. Extensive additions to the foster parent training offerings include:
  - Understanding juvenile depression
  - ADHS in school-aged children
  - Advanced training in responding to children's attachment needs
  - Responding to physical and verbal aggression
  - Parenting sexually traumatized children
  - Managing hard to manage teenagers
  - Dealing with sexually active youth

In addition, FCFC has opened a second training center for foster families, housed within Ascension Church on the south side of Milwaukee. This addition helps provide for the diverse needs of our foster families.

- **MUTT Expansion.** In October of 2005 DHFS worked with the Milwaukee County Human Services Behavioral Health Division to expand its crisis intervention services for foster families provided by their Mobile Urgent Treatment Team (MUTT). There is now a mobile crisis team dedicated to providing immediate mental health services 24 hours-a-day for foster youth and their families. In addition, the team develops a 21 day response plan, which includes any follow-up visits to the foster home to evaluate how the child and foster family are doing and identify other mental health service needs. The team will also prepare a longer term crisis plan for children who are found to be at risk for a recurring mental health, emotional or behavioral crisis. This program began in December 2005.
- **Implemented Stabilization Meetings.** Within the first week of a new placement, ongoing case managers and licensing specialists conduct a joint home visit (initial stabilization meeting) with the foster family to identify potential behaviors or issues that may stress the family's capacity to nurture the child and maintain the placement. In addition, FCFC has implemented quarterly stabilization meetings focusing on the strength and stability of the placement and to assess any services or supports that may be necessary. These meetings are held in the foster family's home and ongoing, licensing, and adoption staff participate. FCFC has staggered these meetings into practice, and conducted approximately 500 meetings in the last quarter of 2005.



## Named Plaintiffs

**Requirement:** *BMCW will supply Plaintiffs' counsel with quarterly updates of the named plaintiffs' case records until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody. The parties will engage in monthly good faith discussions concerning the appropriateness of the care and treatment of the named plaintiffs until an adoption is finalized, a permanent guardianship order is entered or the child is no longer in BMCW custody, except that defendants agree to the post-adoption services described below.*

During calendar year 2005, the BMCW has continued to maintain open and regular communication with Children's Rights, Inc. Monthly good-faith discussions were scheduled and held between the BMCW Director, Chief Legal Counsel for the Wisconsin Department of Health and Family Services, and the Children's Rights lead attorney to discuss the remaining named plaintiff child, including the appropriateness of the care received, treatment needs, barriers and progress to permanency being achieved. Additional discussions were held, usually by telephone, to discuss individual situations that occurred between the scheduled monthly conference calls to ensure plaintiffs' counsel has current information.

At the beginning of 2005, one of the five named plaintiff children was in an out-of-home care placement and remains in an out-of-home care placement. The other four named plaintiffs have been successfully adopted.

### **Corey H.**

The BMCW continues to pursue permanency for Corey H.

Corey is legally free for adoption following a termination of parental rights in 2004. The BMCW continues to explore potential adoptive families for Corey H. that can meet his individual needs. All necessary services identified by BMCW will be provided to continue to support his current placement stability. Additionally, BMCW will ensure that he remains eligible for Title XIX medical coverage post-adoption through an adoption subsidy agreement.

Corey resides in a treatment foster home and is currently receiving weekly individual therapy and academic tutoring twice per week. Corey also attends church with his mentor and is involved with the Boys and Girls Club. Corey's placement is stable, although his foster mother has indicated she does not want to pursue adoption. She is willing to provide long-term care for him until he is placed with an adoptive family.

Corey is in the seventh grade and attends middle school. This is Corey's first year attending this school. His academic grades have consisted of Bs and Cs.

## Monitoring

*A. The BMCW Program Evaluation Managers (PEMs) will conduct a comprehensive review (such as the review conducted for the second quarter 2000) at least once each period, which shall be made publicly available promptly upon completion.*

*B. Monitoring of and reporting on all the elements specified in Article I of this agreement shall be conducted by the BMCW PEMs on a semi-annual basis and shall be made publicly available promptly upon completion. At the conclusion of Period 3, monitoring will continue only with regard to Article I requirements that remain unmet and in effect pursuant to §I.A.*

*C. In addition to reporting on the elements specified in Article I of this agreement, the PEMS shall also monitor and report on the following elements in their semi-annual monitoring reports. The conducting of reviews and the production of reports on these elements by the PEMS shall constitute compliance with this sub-section. These elements and related findings are not enforceable under this agreement. The requirement to conduct reviews and to produce reports under this section terminates on December 31, 2005.*

## Response

The PEMS, with members of the community, conducted a Period 3 comprehensive review of BMCW programs between August and December 2005. The same programs reviewed during the Period 2 Comprehensive Review were reviewed for the Period 3 Comprehensive Review. The results will be presented during a public meeting on the 2005 Period 3 Annual and July – December 2005 Semi-Annual reports, March 20, 2006.

**The outcomes in the final section of the summary do not have an identified performance expectation standard indicated in the Agreement. They are considered a “monitoring” only status.**

## Well-Being

### Timeliness of completing initial family assessments

**III.C.1.** *BMCW provision of an initial family assessment for all children within 90 days of their first placement.*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	YTD
Semi-Annual & Annual Family Assessment Data													
Site 1 (CFCP) Family Assessments due (N)	15	9	19	15	17	10	7	18	11	7	14	12	
Family Assessments completed within 90 days	15	9	19	14	17	9	6	17	10	7	14	12	
Percentage (Point in Time)	100%	100%	100%	93%	100%	90%	86%	94%	91%	100%	100%	100%	97%
Site 2 (CFCP) Family Assessments due (N)	12	11	11	15	16	15	7	8	7	11	8	4	
Family Assessments completed within 90 days	10	11	11	15	16	7	6	8	7	10	8	4	
Percentage (Point in Time)	83%	100%	100%	100%	100%	47%	86%	100%	100%	91%	100%	100%	90%
Site 3 (CFCP) Family Assessments due (N)	15	16	7	15	14	10	5	15	6	9	8	10	
Family Assessments completed within 90 days	15	16	7	15	14	9	5	10	6	8	8	10	
Percentage (Point in Time)	100%	100%	100%	100%	100%	90.0%	100%	67%	100%	89%	100%	100%	95%
Site 4 (La Causa) Family Assessments due (N)	5	7	7	11	15	15	11	5	10	5	7	8	
Family Assessments completed within 90 days	5	7	7	11	15	14	10	5	10	5	7	8	
Percentage (Point in Time)	100%	100%	100%	100%	100%	93.3%	91%	100%	100%	100%	100%	100%	98%
Site 5 (CFCP) Family Assessments due (N)	14	6	3	0	3	12	7	3	6	7	13	9	
Family Assessments completed within 90 days	13	6	3	0	3	10	7	3	6	7	13	9	
Percentage (Point in Time)	92.9%	100%	100%	NA	100%	83.3%	100%	100%	100%	100%	100%	100%	96%
BMCW – New families entering for OCM services (N)	61	49	47	56	65	62	37	49	40	39	50	43	
Family Assessments completed within 90 days	58	49	47	55	65	49	34	43	39	37	50	43	
BMCW Percentage (Point in Time)	95.1%	100%	100%	98.2%	100%	79.0%	92%	88%	98%	95%	100%	100%	95%

	January - June	July - December	YTD
BMCW Period 1 2003	94.5%	98%	96.4%
BMCW Period 2 2004	97.9%	96.6%	97.3%
BMCW Period 3 2005	95.0%	95.3%	95.2%

Throughout Period 3, 95% of all Family Assessments were completed within 90 days. Period 3 results show a slight decrease in performance when compared to Periods 1 and 2.

By Site:

- In five of the 12 months the BMCW achieved 100% compliance.
- Site 4 (LaCausa) reached 100% in ten of the 12 months of Period 3.
- Site 3 (CFCP) and Site 5 (CFCP) each met 100% compliance in nine months.
- Site 2 (CFCP) accomplished 100% in eight of the twelve months.
- Site 1 (CFCP) met 100% in seven of the twelve months.

## Well-Being

### Timeliness of initial health screens for children entering out-of-home care

**III.C.2.** BMCW provision of an initial medical examination for all children within 5 business days of their first placement, except for children discharged from hospital to placement.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Site 1 (CFCP) (N)	39	34	29	26	18	43	24	17	26	28	12	16
Within 5 business days	26	15	17	17	14	29	17	24	24	20	11	14
Percentage	67%	44%	59%	65%	78%	67%	71%	71%	92%	71%	92%	88%
Site 2 (CFCP) (N)	20	25	29	40	17	17	22	13	23	9	26	4
Within 5 business days	8	6	10	21	12	10	16	14	14	5	14	3
Percentage	40%	24%	35%	53%	71%	59%	73%	93%	61%	56%	54%	75%
Site 3 (CFCP) (N)	9	28	34	22	11	23	21	11	15	8	15	10
Within 5 business days	3	4	16	13	4	11	17	9	13	5	13	6
Percentage	33%	14%	47%	59%	36%	48%	81%	82%	87%	63%	87%	60%
Site 4 (La Causa) (N)	12	28	37	39	17	15	17	20	10	15	8	24
Within 5 business days	8	20	26	34	17	12	14	20	9	13	6	14
Percentage	67%	71%	70%	87%	100%	80%	82%	100%	90%	87%	75%	58%
Site 5 (CFCP) (N)	12	5	13	24	17	14	7	25	16	13	19	12
Within 5 business days	7	4	11	17	13	8	5	24	14	9	19	8
Percentage	58%	80%	85%	71%	77%	57%	71%	96%	88%	69%	100%	67%
BMCW (N)	92	120	142	151	80	112	91	94	90	73	80	66
BMCW Completed within 5 business days	52	49	80	102	60	70	69	83	74	52	60	45
BMCW % (PIT)	57%	41%	56%	68%	75%	63%	76%	88%	82%	71%	79%	68%

	January - June (YTD)	July - December YTD)	YTD
BMCW Period 1 2003	44%	68%	58%
BMCW Period 2 2004	82%	71%	76%
BMCW Period 3 2005	59%	77%	67%

The BMCW improved performance during the second six months of Period 3; however, the annual percentage declined by 9% when compared to Period 2.

## Discussion

The recent Legislative Audit Bureau (LAB) review suggested a different methodology for calculating this measure. Data for July – December 2005 was adjusted to perform the calculation on using the LAB methodology.

The adjusted method of determining the above measurement is as follows:

- The performance percentage is calculated by determining the number of children who first entered an out-of-home care placement (during the month in review) and received a health screen within 5 business days divided by the total number of children who first entered an out-of-home care placement during the month.
- The data do not include:
  - Newborns placed directly from the hospital.
  - Children who left out-of-home care before 5 business days.
  - Teens who were “on the run” from their placements and were not available to take to the health screen.

Current efforts to address timeliness of Initial Health Screens include:

- A new scheduling process has been established with the Child Protection Center.
- Bringing children in to the Child Protection Center for an Initial Health Screen at the time of detainment, when possible.
- Training of staff on the correct fields and values to use when entering the completed data in eWiSACWIS.

## Placement packet information regarding child's health and educational background

*III.C.3. BMCW provision of a complete placement information packet regarding a child's health and educational background for a random sample of at least 50 children being placed with a new caretaker.*

	June 03	December 03	Period 1 Result	June 04	December 04	Period 2 Result	June 05	December 05	Period 3 Result
Site 1 (CFCP) (N)	10	10	20	10	10	20	10	10	20
Completed	9	10	19	10	10	20	10	10	20
Site 2 (CFCP) (N)	10	10	20	10	10	20	10	10	20
Completed	8	10	18	10	8	18	10	10	20
Site 3 (CFCP) (N)	10	10	20	10	10	20	10	10	20
Completed	8	10	18	10	7	17	8	9	17
Site 4 (La Causa) (N)	10	10	20	10	10	20	10	10	20
Completed	7	10	17	9	9	18	10	10	20
Site 5 (CFCP) (N)	10	10	20	10	10	20	10	10	20
Completed	9	10	19	10	2	12	10	10	20
<b>BMCW %</b>	<b>82%</b>	<b>100%</b>	<b>91%</b>	<b>98%</b>	<b>72%</b>	<b>85%</b>	<b>96%</b>	<b>98%</b>	<b>97%</b>

A random sample was drawn of 10 cases per Site where a child's placement began on or after January 1, 2005. Each site provided verification that the caregiver received and signed for a copy of the placement checklist (CFS-2238).

The table above illustrates the results for all six semi-annual periods and YTD performance for Period 1, Period 2 and Period 3. The table below provides a three year performance percentage.

Three-year Totals by Site			
	(N)	Verification	Three-year Performance Percentage
Site 1 (CFCP)	60	59	98.3%
Site 2 (CFCP)	60	56	93.3%
Site 3 (CFCP)	60	52	86.7%
Site 4 (LaCausa)	60	55	91.7%
Site 5 (CFCP)	60	51	85.0%
<b>BMCW</b>	<b>300</b>	<b>273</b>	<b>91.0%</b>

- During Period 1, none of the five Sites achieved 100% compliance with this measure. During Period 2, Site 1 was the only Site to achieve 100%, and in Period 3, four of the five Sites achieved 100% compliance.
- The three-year average range in performance falls between 85% for Site 5 and 98.3% at Site 1. Three of the Sites were above the BMCW average of 91% and two Sites were below the BMCW average.

## Children with an updated annual physical & dental examination

**III.C.4.** BMCW referral of children in BMCW custody to health care services and utilization of health care services, including regular pediatric medical and dental examinations.

### Annual Medical Exams

Annual Medical Exams	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD %
<b>Site 1 (CFCP)</b>													
Number of children in rating period (N)	692	703	706	703	704	685	678	652	650	646	632	634	
Medical exams documented (current)	515	536	514	485	467	465	427	506	510	527	513	562	
Percentage (Point in Time)	74%	76%	72%	69%	66%	67%	63%	78%	79%	82%	81%	89%	74%
<b>Site 2 (CFCP)</b>													
Number of children in rating period (N)	540	548	549	562	564	549	550	551	536	520	497	498	
Medical exams documented (current)	416	434	413	391	399	391	354	444	440	447	438	443	
Percentage (Point in Time)	77%	79%	75%	69%	70%	71%	64%	81%	82%	86%	88%	89%	77%
<b>Site 3 (CFCP)</b>													
Number of children in rating period (N)	572	577	577	565	565	580	561	550	542	551	543	549	
Medical exams documented (current)	342	355	366	349	345	357	335	362	418	431	429	452	
Percentage (Point in Time)	59%	61%	63%	61%	61%	61%	60%	66%	77%	78%	79%	82%	67%
<b>Site 4 (LaCausa)</b>													
Number of children in rating period (N)	520	522	507	495	519	529	536	520	531	529	503	489	
Medical exams documented (current)	424	434	408	377	396	439	452	432	442	440	407	396	
Percentage (Point in Time)	81%	83%	80%	76%	76%	83%	84%	83%	83%	83%	81%	81%	81%
<b>Site 5 (CFCP)</b>													
Number of children in rating period (N)	456	454	440	427	428	433	433	411	409	419	426	406	
Medical exams documented (current)	253	259	230	217	208	284	264	267	292	306	306	302	
Percentage (Point in Time)	55%	57%	52%	50%	48%	65%	61%	65%	71%	73%	72%	74%	62%
<b>Medical BMCW</b>													
Percentage (Point in Time)	70%	72%	69%	66%	65%	69%	66%	75%	79%	81%	81%	84%	73%

### Medical

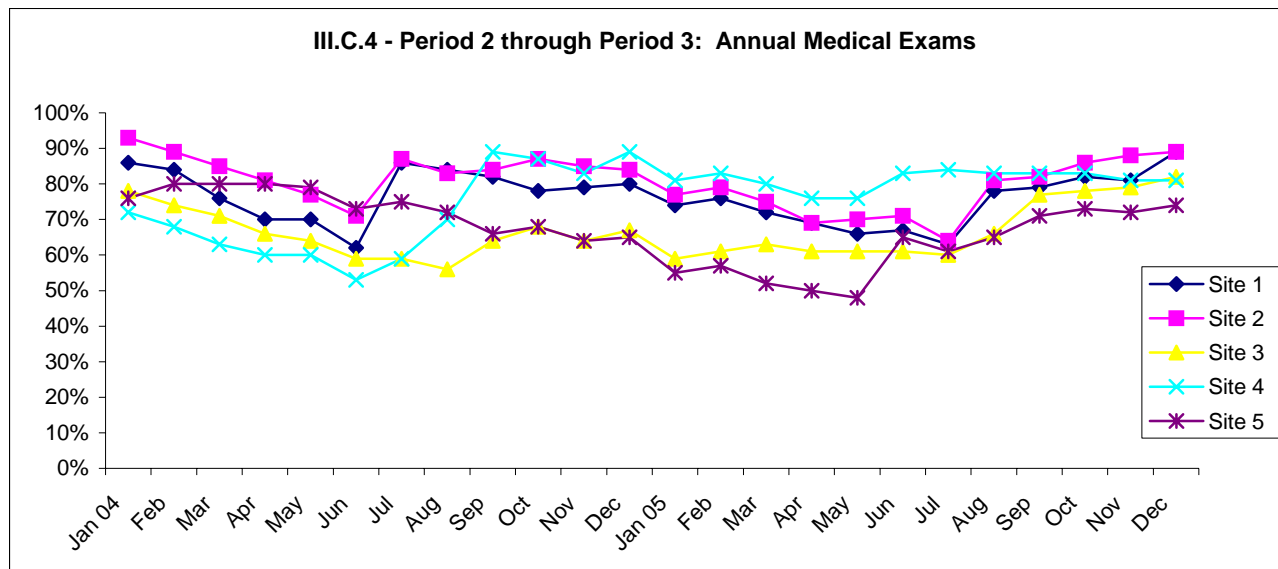
	June (Semi-Annual)	December (Annual)
BMCW Period 1 2003	65%	75%
BMCW Period 2 2004	73%	78%
BMCW Period 3 2005	69%	73%



The table above presents the monthly percentages by Site for children who are up to date with their annual physical exam, as indicated in WiSACWIS. The point-in-time result for December, 84%, was the highest single month average for the BMCW throughout the three years of the Agreement. In December, 84% of all children in out-of-home care had an updated annual physical entered into WiSACWIS. The last quarter of 2005 represented the most significant sustained improvement during the three years of the Settlement: October - 81%, November - 81%, and December - 84%.

- Site 4 sustained at least 80% compliance in 10 of the 12 months during period 3.
- Site 2 maintained 80% or above in 5 of the last 6 months. Site 2 ended the year in December with a 77% compliance rate.
- Site 1 in the month of December also achieved an 89% compliance rate.

The following chart shows by the month and Site, the percentage of children who were up to date with their annual medical exam.



Looking back to January 2004, the data would suggest inconsistent progress in performance through June 2004. Overall efforts in June 2004 show improvement in the percentage of children who had an updated annual physical, but towards November 2004, the efforts do not appear to have been sustained, and we observe what appears to be a gradual decline. Through strategies developed and initiated by BMCW and its partner agencies, all five Sites have shown more consistent and steady improvement since July 2005.

The table below shows data for annual dental examinations by Site for Period 3.

### Annual Dental Exams

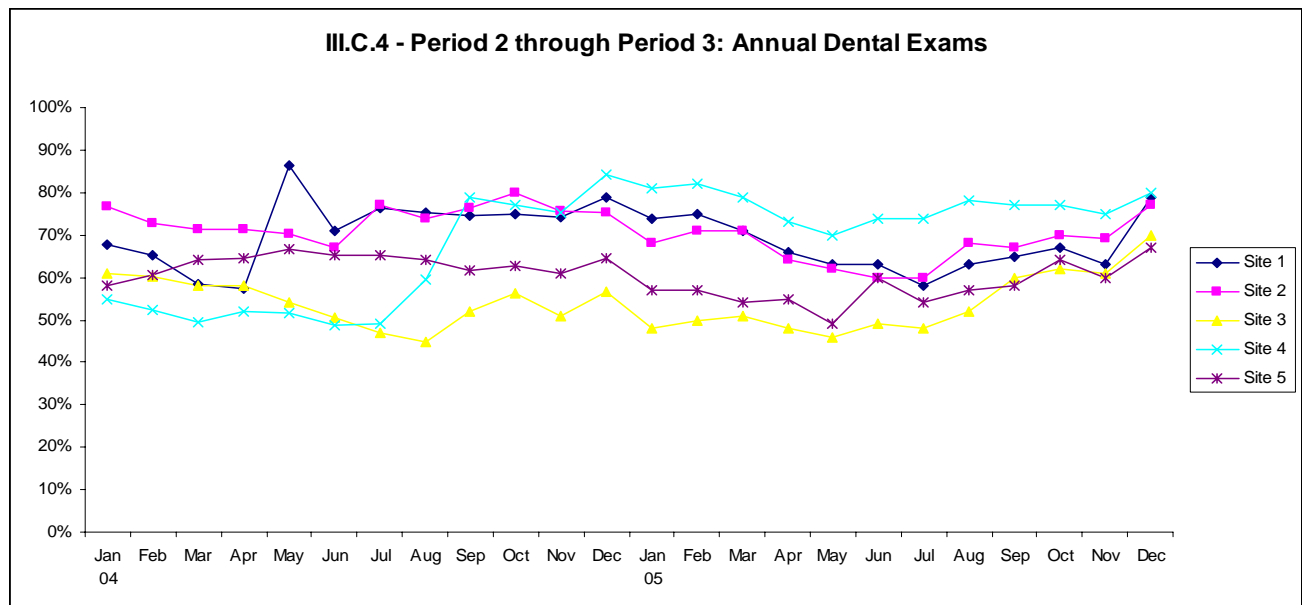
Annual Dental Exams	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD %
<b>Site 1 (WCSN)</b>													
Children in OHC 3+ yrs old during Period (N)	610	614	605	603	605	589	580	551	555	550	536	542	
Dental exams documented (current)	449	458	430	399	381	373	339	346	362	366	337	427	
Percentage (Point in Time)	74%	75%	71%	66%	63%	63%	58%	63%	65%	67%	63%	79%	67%
<b>Site 2 (WCSN)</b>													
Children in OHC 3+ yrs old during Period (N)	481	494	485	489	492	476	476	478	470	463	434	438	
Dental exams documented (current)	329	349	344	312	309	286	266	325	313	324	300	337	
Percentage (Point in Time)	68%	71%	71%	64%	62%	60%	60%	68%	67%	70%	69%	77%	67%
<b>Site 3 (IFPI)</b>													
Children in OHC 3+ yrs old during Period (N)	502	505	501	498	495	492	482	469	459	466	463	473	
Dental exams documented (current)	243	254	257	240	227	239	229	242	273	288	280	330	
Percentage (Point in Time)	48%	50%	51%	48%	46%	49%	48%	52%	60%	62%	61%	70%	53%
<b>Site 4 (LaCausa)</b>													
Children in OHC 3+ yrs old during Period (N)	451	453	441	436	455	453	460	438	444	440	417	412	
Dental exams documented (current)	363	369	347	318	319	334	341	341	341	339	312	331	
Percentage (Point in Time)	81%	82%	79%	73%	70%	74%	74%	78%	77%	77%	75%	80%	76%
<b>Site 5 (IFPI)</b>													
Children in OHC 3+ yrs old during Period (N)	397	395	387	380	381	386	376	357	353	362	368	349	
Dental exams documented (current)	225	225	210	207	185	229	203	201	204	230	221	234	
Percentage (Point in Time)	57%	57%	54%	55%	49%	60%	54%	57%	58%	64%	60%	67%	57%
<b>Dental BMCW</b>													
Percentage (Point in Time)	66%	67%	66%	61%	59%	61%	58%	64%	66%	68%	65%	75%	64%

### Dental

	June (Semi-Annual)	December (Annual)
BMCW Period 1 2003	25%	57%
BMCW Period 2 2004	62%	73%
BMCW Period 3 2005	63%	64%

The December 2005 12-month performance average of 64% is a 9% decrease from the CY 2004 performance average of 73%:

- Site 4 had an average of 76% for Period 3, indicating that on average 76% of the children eligible for an annual dental exam were up to date.
- Site 1 and Site 2 had an average of 67% for Period 3.
- Site 3 and Site 5 had a performance average of 53% and 57% respectively in Period 3. This implies that at any given time during CY 2005, on average, almost half the children associated with those Sites did not have an updated annual dental exam or the exam was not documented.



The graph above provides, by Site, the percentage of children who had an annual dental exam for Period 2 and Period 3. There are similarities to the annual medical exams during the same two periods:

- From January 2004 through June of 2005, the data suggests that there were moderate increases in performance followed by a period of inconsistent progress.
- Through strategies developed and initiated by the BMCW and its partner agencies, all five Sites have shown more consistent and steady improvement since July 2005.

Continued strategies to address annual physical and dental exams:

- Each ongoing site is continuing to monitor, on a monthly basis, the children requiring an annual physical or dental exam.
- The Wisconsin Department of Health and Family Services announced a health care initiative for foster children. The Allied Services for Healthy Foster Children Program, under a contract to be awarded to Abri Health Plan, Inc., will create an opportunity to improve access, coordination, quality and efficiency of health care services for foster children as well as children on a court order who reside in a kinship placement, subsidized guardianships, and subsidized adoptions in Milwaukee County.

## Permanency

### Timeliness of completing the initial permanency plan

**III.C.5.** BMCW compliance with the federal standard for an initial case plan/permanency plan for all children within 60 days of a child entering BMCW custody.

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD
<b>Semi-Annual Initial Permanency Plans</b>													
Site 1 (WCSN - Number of Perm Plans due during period) (N)	37	18	34	39	25	11	15	36	25	16	24	19	
Number of initial Perm Plans completed on time	37	18	34	39	24	10	15	35	25	16	24	18	
Percentage (Point in Time)	100%	100%	100%	100%	96%	90%	100%	97%	100%	100%	100%	95%	99%
Site 2 (WCSN - Number of Perm Plans due during period) (N)	24	29	25	29	23	30	12	14	9	19	18	12	
Number of initial Perm Plans completed on time	24	29	24	29	22	28	12	13	9	19	14	12	
Percentage (Point in Time)	100%	100%	96%	100%	96%	93%	100%	93%	100%	100%	78%	100%	96%
Site 3 (IFPI - Number of Perm Plans due during period) (N)	9	13	13	18	20	12	5	22	13	8	13	22	
Number of initial Perm Plans completed on time	9	13	13	18	20	12	5	17	13	7	13	21	
Percentage (Point in Time)	100%	100%	100%	100%	100%	100%	100%	77%	100%	88%	100%	95%	96%
Site 4 (La Causa - Number of Perm Plans due during period) (N)	16	7	16	27	35	35	17	10	21	15	18	15	
Number of initial Perm Plans completed on time	16	7	16	27	35	35	17	9	21	15	18	14	
Percentage (Point in Time)	100%	100%	100%	100%	100%	100%	100%	90%	100%	100%	100%	93%	99%
Site 5 (IFPI - Number of Perm Plans due during period) (N)	15	8	7	6	6	13	11	6	12	15	20	13	
Number of initial Perm Plans completed on time	15	8	7	6	6	13	11	6	12	15	20	13	
Percentage (Point in Time)	100%	100%	100%	100%	100%	85%	100%	100%	100%	100%	100%	100%	98%
BMCW (Point in Time)	100%	100%	99%	100%	98%	95%	100%	91%	100%	99%	96%	96%	98%

	January - June	July - December	YTD
BMCW Period 1 2003	95%	99%	97%
BMCW Period 2 2004	97%	97%	97%
BMCW Period 3 2005	99%	98%	98%

Throughout Period 3, the BMCW and its private partner agencies maintained a 98% average performance rating for this goal. The BMCW and its private partner agencies consistently have met a high level of performance throughout the six consecutive semi-annual periods.

## **Discussion**

Noteworthy to this goal:

- The BMCW reached 100% in five of the twelve months.
- Site 5 (CFCP) achieved 100% for 11 of the twelve months.
- Site 4 (LaCausa) met 100% performance on this standard for ten of the twelve months.
- Site 3 (CFCP) reached 100% performance in nine of the twelve months.
- Site 1 (CFCP) met 100% compliance in eight of the twelve months.
- Site 2 (CFCP) achieved 100% in seven of the twelve months.
- Overall, in 45 of the 60 (75%) possible months (five Sites, 12-months per year) the Sites met 100% compliance.

## Timeliness of judicial or administrative permanency plan reviews

*III.C.6. State compliance with the federal requirement for a judicial or administrative permanency plan review every 6 months and at least one judicial permanency plan review annually.*

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD Average
<b>Site 1 CFCP</b>													
(N)	545	552	554	555	562	545	565	555	540	526	502	631	
Current PPRs & APPR's	488	492	485	476	485	474	535	527	504	522	481	477	
Percentage Compliant	89%	89%	87%	86%	86%	87%	95%	95%	93%	99%	96%	76%	89.7%
<b>Site 2 CFCP</b>													
(N)	434	443	447	450	437	420	442	456	458	461	441	487	
Current PPRs & APPR's	406	418	421	397	398	373	359	444	428	442	427	382	
Percentage Compliant	93.5%	94.4%	94.2%	88.2%	91.1%	88.8%	94%	97%	93%	96%	97%	78%	91.1%
<b>Site 3 CFCP</b>													
(N)	452	460	478	483	488	471	481	477	465	470	466	541	
Current PPRs & APPR's	431	445	448	429	449	441	453	448	448	442	447	462	
Percentage Compliant	95.4%	96.7%	93.7%	88.8%	92.0%	93.6%	94%	94%	96%	94%	96%	85%	93.2%
<b>Site 4 La Causa</b>													
(N)	456	442	425	427	439	428	438	419	444	450	441	493	
Current PPRs & APPR's	432	427	398	382	408	397	433	398	421	436	437	409	
Percentage Compliant	94.7%	96.6%	93.6%	89.5%	92.9%	92.8%	99%	95%	95%	97%	99%	83%	93.9%
<b>Site 5 CFCP</b>													
(N)	363	364	392	392	395	385	383	354	352	355	346	400	
Current PPRs & APPR's	332	330	354	347	368	356	377	344	342	334	319	293	
Percentage Compliant	91.5%	90.7%	90.3%	88.5%	93.2%	92.5%	98%	97%	97%	94%	92%	73%	91.4%
<b>BMCW</b>													
(N)	2250	2261	2296	2307	2321	2249	2309	2261	2259	2262	2196	2552	
Current PPRs & APPR's	2089	2112	2106	2031	2108	2041	2157	2161	2143	2176	2111	2023	
Percentage Compliant	92.8%	93.4%	91.7%	88.0%	90.8%	90.8%	95.6%	94.9%	96.2%	96.1%	96.1%	79.3%	91.8%

	January to June Average	July to December Average	YTD Average
BMCW Period 1 2003	77%	89%	64%
BMCW Period 2 2004	75%	82%	77%
BMCW Period 3 2005	91%	93%	92%

\*APPR – Permanency Plan heard in court      PPR – Permanency Plan heard by Court Commissioner

Four of the five Sites accomplished an annual YTD performance average above 90%.

## Children re-entering out-of-home care within 12 months of leaving a prior out-of-home care episode

*III.C.7. The percentage of children re-entering BMCW out-of-home care within the period who have re-entered care within 12 months of a prior BMCW out-of-home care episode.*

Of the 1,179 children who were placed in out-of-home care between January and December 2005, 153 children re-entered care after a prior episode. 83 (54%) of the children who re-entered care did so within 12 months of a prior foster care episode.

Month (2005)	Number of children who entered OHC - January to December (2005)	Number of children who re-entered OHC within 12 months of a prior OHC episode - January to December (2005)	Number of children who re-entered OHC within 12 months of a prior OHC episode - January to December (2004)	Number of children who re-entered OHC within 12 months of a prior OHC episode - January to December (2003)
January	94	6	13	2
February	121	7	3	3
March	106	9	9	9
April	145	9	8	9
May	82	1	11	6
June	120	8	8	3
July	88	4	4	9
August	84	10	4	8
September	89	6	2	8
October	102	7	11	6
November	76	10	4	7
December	72	6	9	9
Totals (YTD)	1,179	83	86	79

Between January – December 2005, 83 children re-entered out-of-home care in 12 or fewer months of a previous out-of-home care (ongoing services) episode. This compares to 86 children who re-entered in Period 2 and 79 in Period 1.

	January - June	July - December	Year Ending
<b>Period 1</b>			7.1%
<b>Period 2</b>	7.9%	5.3%	6.6%
<b>Period 3</b>	5.9%	8.4%	7.0%

## Discussion

The following table shows groupings of identified reasons children returned to an out-of-home care placement during CY 2005. A return to out-of-home care often involves multiple issues involving the caretakers and complicated dynamics within the family. The data below may not provide the specific reason or reasons for the return, but it does capture the general dynamics within the family structure that led to the child's return to out-of-home care. Although these groupings provide an opportunity to understand some of the reasons children returned to out-of-home care, each family situation is unique.

Reason for return to out-of-home care placement	2004 (N)	2005 (N)
Parents' unstable living environment, parent relapsed, domestic violence, untreated mental health	48	39
Emotional and behavior needs of child exceeded that of parent/caretaker ability to care for the child	14	12
Parent unwilling to care for child, abandonment	NA	8
Parent incarcerated	6	5
Neglect	6	5
Physical abuse	9	3
Medical neglect	0	1
Death of primary caretaker	0	1
Sexual abuse	0	1
Teen mother unable to adequately provide for child – neglect	3	0
Subtotal (available information):	86	75
Information not available at time of report	0	8
Total	86	83

Within the category *parents unstable living environment, parent relapsed, domestic violence* there were 23 instances (reported) where the parent relapsed into substance abuse, and four instances with additionally identified domestic violence. Similar to Period 2, this category represented 52% (reported) of the children who re-entered out-of-home care. A new category was added to the Period 3 data: *children who returned to out-of-home care because their parents were unwilling to care for them or abandoned them*. There were eight children identified who returned to out-of-home care within this category. In Period 2, this group of children was included in the first category, *parents unstable living environment*, etc.

In an effort to provide more descriptive data regarding the children who re-enter out-of-home care, this report includes information relating to the number of sibling groups who re-entered. There were 29 children who were part of a sibling group which re-entered out-of-home care in 12 or fewer months of a prior BMCW out-of-home care episode during Period 3:

	2 children in Sibling Group	3 children in Sibling Group	5 children in Sibling Group	6 children in Sibling Group
CY 2005	10	1	NA	1
CY 2004	8	5	1	1



The 29 children, or 17 sibling groups, account for 35% of all children who re-entered out-of-home care. During Period 2, there were 15 sibling groups who re-entered out-of-home care in 12 or fewer months of a prior BMCW out-of-home care episode, accounting for 49%.

	Children Re-Entered	Sib Groups	Child on a Court Order of Supervision	Case Open at time of Re-entry
Total CY 2005	83	17	51	60
Total CY 2004	86	15	69	71

- 51 of the 83 (61%) children who re-entered out-of-home care were on a Court Order of Supervision at the time he/she re-entered out-of-home care. An ongoing case manager continued to monitor and supervise the children after they were reunified. This represents a decrease compared to CY 2004 when 69 of the 86 (80%) children were on a Court Order of Supervision at the time of re-entry.
- 60 of the children who re-entered out-of-home care were in an open family case at the time of their re-entry. In these cases an ongoing case manager was supervising the family.

Children re-entering in 12 or fewer months in CY 2004 and CY 2005		AGE (years)						LOS Previous Episode (months)			GENDER		
Re-Entry Within:	% of Total	Avg Age Exit	Min Age Exit	Max Age Exit	Avg Age at Re-Entry	Min Age at Re-Entry	Max Age at Re-Entry	Avg LOS (prev Episode)	Min LOS (prev Episode)	Max LOS (prev Episode)	M	F	Diag Disab
<b>0-3 Months</b>													
CY 2005 (N=32)	39%	11.2	0.2	17.1	12.3	0.6	17.3	21.7	0.1	181.7	53%	47%	31%
CY 2004 (N=26)	30%	7.7	0.3	16.1	7.0	0.3	16.3	5.9	0.1	79.3	81%	19%	6%
<b>3-6 Months</b>													
CY 2005 (N=22)	27%	9.7	0.1	17.4	10.0	0.5	17.7	18.3	0.1	127.6	54%	46%	9%
CY 2004 (N=30)	35%	9.4	0.3	17.4	9.7	0.6	17.7	20.5	0.6	184.8	60%	40%	17%
<b>6-9 Months</b>													
CY 2005 (N=17)	20%	8.7	1.2	15.7	9.3	2	16.4	17.4	0.1	86.7	47%	53%	24%
CY 2004 (N=15)	17%	9.4	0.2	17.3	10.0	0.7	17.9	35.3	1.0	157.7	38%	62%	33%
<b>9-12 Months</b>													
CY 2005 (N=12)	14%	7.3	2	14.5	8.1	3	15	17.2	1.1	36.9	67%	33%	8%
CY 2004 (N=15)	17%	8.0	1.3	15.3	8.8	2.4	16.2	32.6	0.5	86.0	44%	56%	16%
<b>Overall</b>													
CY 2005 (N=83)	100%	9.8	0.1	17.4	10.2	0.5	17.7	19	0.1	181.7	47%	53%	21%
CY 2004 (N=86)	100%	8.6	0.3	17.4	9.0	0.3	17.9	20.8	0.1	184.4	63%	37%	17%

The information in the above table represents a contrast between the children who re-entered an out-of-home care placement within 12 months of a previous placement for Period 2 and Period 3:

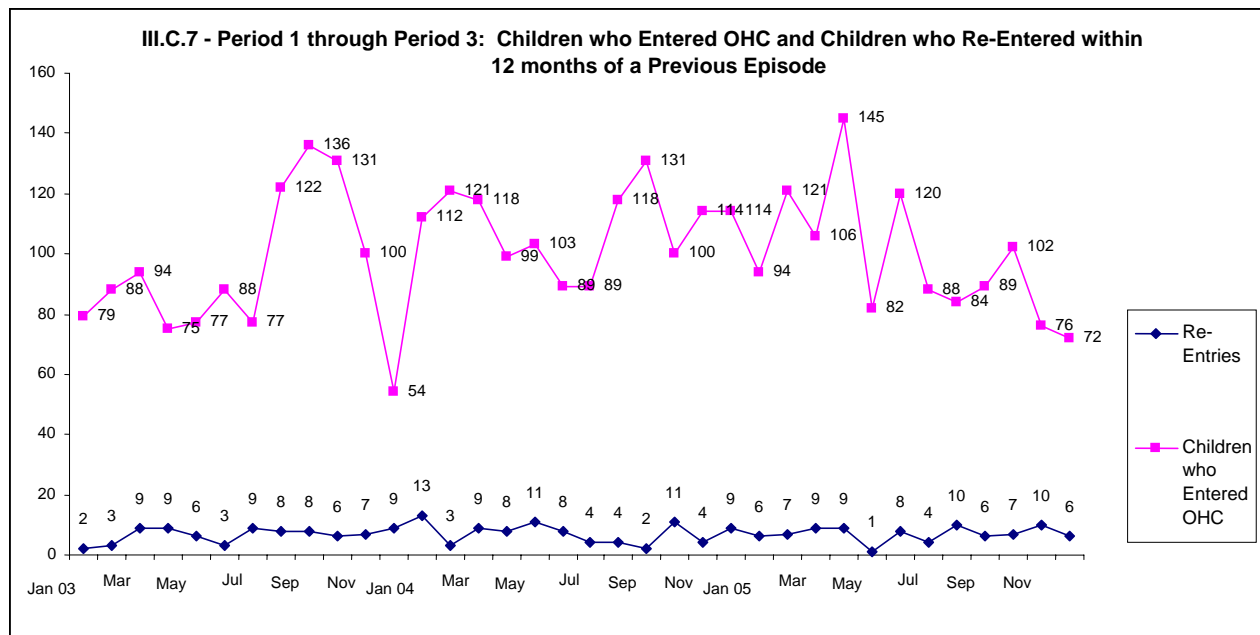
- The data above supports a previous finding from Period 1 and Period 2 – the largest percentage of children who re-entered out-of-home care (overall) did so within six or fewer months. In Period 3, these children accounted for 66% of the re-entries within the specified parameter of 12 or fewer months. This is similar to Period 2, where 65% of the

children re-entered within six or fewer months, and in Period 1 54% re-entered within six or fewer months.

- The overall average age of children who re-entered increased by 1.2 years in Period 3.
- The overall percentage of males who re-entered compared to females reversed. In Period 2, 63% of the children who re-entered were male, and 37% were female. In Period 3 it changed, with 53% of the children who re-entered females and 47% males.
- Between Period 2 (17%) and Period 3 (21%) there was 4% increase observed in the children who had a documented diagnosed disability (physical, emotional, or cognitive).
- Specific to the re-entry timeline categories, during Period 3, six more children (32) re-entered within the 0 to 3 months category when compared to Period 2 (26).

Within this category there were also more significant differences in the average age of the children when they exited their previous out-of-home care episode, which was 7.7 in Period 2 but increased to 11.2 years old in Period 3.

The average length of the child's previous episode in out-of-home care also increased – from 5.9 months in Period 2 to 21.7 months in Period 3.



The graph above shows by month the number of children who entered out-of-home care and the number of children who re-entered within 12 months of a previous episode. The data appear to show that there is no direct relationship between the number of children who enter out-of-home care and the percentage who re-entered. The average number of children who re-entered out-of-home care each month during the past three years was 6.8. The average number of children detained per month was 100.2.

## Ongoing case manager turnover

*III.C.8. Ongoing case manager turnover rates per BMCW case management site, identifying the number of ongoing case managers carrying cases at the beginning of the reporting period, the number of ongoing case managers carrying cases who leave for any reason during the reporting period, and the number of ongoing case managers carrying cases added during the period.*

Monthly turnover was calculated by identifying the number of case carrying workers who terminated employment for any reason (including internal promotions, retiring, relocating and going back to school) during the month divided by the number of case carrying workers at the beginning of the month plus the case carrying workers added during the month. Using the Agreement methodology to determine a BMCW turnover rate for Period 3, the calculation would reflect a 33% turnover rate (113 workers exited / (206 workers as of Jan 1 + 132 hires) = 33%).

The BMCW and its private partner agencies fully recognize the importance and value of a diverse, competent, trained and supported child welfare workforce. The BMCW remains committed to the workers, respecting their knowledge and expertise in child welfare. Recognizing the integral role that the BMCW staff perform in the delivery of services to children and families, workforce development has a prominent position in the continued growth of the workforce. The BMCW management understands, however, that some turnover is inevitable due to changes in the life circumstances of staff (relocation issues, marriage, and birth of children, continued education, or changing careers). The BMCW and its private partner agencies are committed to addressing and reducing preventable turnover (for reasons other than retirement, death, marriage, parenting, returning to school, or relocation), defining career ladders, additional support through increased mentoring and on the job training, and other recruitment and retention initiatives developed in collaboration with the private partner agencies.

Part of the plan to address turnover includes identifying and ameliorating difficult issues related to staff turnover, such as staff retention and staff recruitment. A review completed by Flower, McDonald and Sumski (January 2005) described strategies and recommendations to address the challenges of the workforce. Then, the Division of Children and Family Services requested the University of Wisconsin-Milwaukee (UWM) and the Child Welfare League of America (CWLA) take a comprehensive look at turnover among case managers in the BMCW to help improve the recruitment and retention of child welfare staff.

During CY 2005 the BMCW continued to implement strategies in an effort to identify and understand the reasons for turnover among ongoing case managers and methods to address the identified concerns. The BMCW initially focused on the following areas (This is not an all inclusive list, but rather represents steps the BMCW believes will significantly affect turnover concerns):

- Equitable pay and benefit packages designed to compensate workers fairly and reward their increased proficiencies (implemented in September 2005).
- Training to ensure that staff are prepared to do the work they have been hired to do, along with supporting and mentoring them as needed throughout their employment.
- The BMCW in partnership with University of Wisconsin-Milwaukee School of Social Welfare established a part-time Master of Social Work (MSW) Program. This program is for state and private agency staff who want to earn their MSW degree while continuing to

work full-time. Classes are usually held each semester and are offered at BMCW office locations in the evening or on weekends. It takes four years to complete the curriculum in the part-time program. For three semesters during the third and fourth years participants drop to half-time employment while completing the required field internships.

Staff who are admitted receive full tuition (subject to the continuing availability of federal Title IV-E funds) plus an allowance for books. In return they must sign a contract with the University agreeing to maintain one semester of full-time equivalent employment for each semester they complete a class.

There is also a two year full-time MSW program option for BMCW staff. Participants receive a stipend and a book allowance and must sign a contract to return to BMCW for at least two years after receiving their MSW degree.

- In October of 2005, the Division of Children and Family Services received the report Workforce Recruitment and Retention in the Bureau of Milwaukee Child Welfare: Results From Staff Surveys and Focus Groups (WRR) (October 2005), authored by Helen Bader School of Social Welfare - UWM, Child Welfare League of America, Chapin Hall Center for Children – University of Chicago. The Division of Children and Family Services is considering all recommendations contained in this report as well as in a prior report prepared in January 2005 by Flower, McDonald and Sumski.
- Continued collaboration with the Partnership Council to develop and incorporate additional strategies.
- At this time the Department has started to implement the recommendations provided in the October 2005 collaborative report.

10/22 Following presentation to full Partnership Council, a meeting was held with CWLA researchers, UW-M faculty and CEO leadership group to discuss key findings in the workforce report and Site/agency specific issues.

10/26 State and private agency staff within BMCW were informed about release of the workforce report and given the website address where the report is posted.

11/9 Two presentations of the report were given to BMCW staff at the Italian Community Center. Both sessions were facilitated by UW-M researchers Steve McMurtry and Susan Rose and CWLA researcher Andy Reitz. Approximately 260 staff attended and discussed key findings with the authors. This was an opportunity for staff to hear from the researchers directly and ask questions. (The second presentation was held on December 20th). Staff also signed up for participation in retention workgroups at these meetings. The workgroups include:

- |          |   |
|----------|---|
| Group 1: | Mitigating compliance and standardizing practice              |
| Group 2: | Compensation  |
| Group 3: | Training and staff development                                |
| Group 4: | Morale, staff recognition, organizational culture and climate |
| Group 5: | Workload, documentation, and efficiency                       |

A steering committee was also established and began meeting in January of 2006.

The following set of tables illustrates the flow of ongoing case managers hired at each Site, as well as those who terminated their employment. Data for Period 3 has been updated with corroborating information provided by each Site.

Site 1 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total 2005	Total 2004	Total 2003
OCMs at Start of Month	46	45	48	45	45	46	45	42	43	45	47	47			
OCMs Hired During Month	1	3	0	4	2	1	0	1	4	2	0	0	19	22	14
OCMs Terminated During Month	2	0	3	4	1	2	3	0	2	0	0	0	17	22	14
Turnover %	4%	0%	6%	8%	2%	4%	7%	0%	4%	0%	0%	0%			

OCM= ongoing case manager

#### Site 1 (CFCP)

	Ongoing Case Manager Length of Employment LOE (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.8	7	2.1
June 30, 2005	0.1	7.5	2.1
December 31, 2005	0.2	7.8	2.2

Employees who exited OCM positions			
Length of Employment (LOE)	Number of OCMs January - June 2005	Number of OCMs July - December 2005	Total 2005
6 or fewer months	3	3	6
6 months to 12 months	2	0	2
12 to 18 months	0	1	1
18 to 24 months	1	1	2
24 to 30 months	1	0	1
30 to 36 months	0	0	0
36 months or more	5	5	5
Totals for review period	12	5	17

Reason for Leaving (yrs) January - December 2005	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	6	0.3	5.2	2.1
Other - Domestic Responsibilities	3	0.5	3.3	2.4
Internal Promotion - Same Program	2	0.6	7.4	4.0
Job Dissatisfaction - General	2	0.4	1.3	0.9
Moved out of the area	2	0.2	2.1	1.1
To Attend school	1	1.6	1.6	1.6
Unknown	1	0.3	0.3	0.3

OCM= ongoing case manager

Site 2 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total 2005	Total 2004	Total 2003
OCMs at Start of Month	43	42	41	43	40	45	44	43	47	43	44	43			
OCMs Hired During Month	0	1	4	0	7	3	8	4	0	1	0	0	28	28	20
OCMs Terminated During Month	1	2	2	3	2	4	9	0	4	0	1	0	28	27	22
Turnover %	2%	5%	4%	7%	4%	8%	17%	0%	8%	0%	2%	0%			

## Site 2 (CFCP)

### Ongoing Case Manager Length of Employment LOE (yrs)

	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	5.8	1.5
June 30, 2005	0	3.9	1.3
December 31, 2005	0.2	4.4	1.3

### Employees who exited OCM positions

Length of Employment (LOE)	Number of OCMs January - June 2005	Number of OCMs July - December 2005	Total 2005
6 or fewer months	2	3	5
6 months to 12 months	5	1	6
12 to 18 months	0	4	4
18 to 24 months	2	1	3
24 to 30 months	1	1	2
30 to 36 months	0	0	0
36 months or more	4	4	8
Totals for review period	14	14	28

### Reason for Leaving (yrs) January - December 2005

	Number	Minimum LOE	Maximum LOE	Average LOE
Other - Domestic Responsibilities, New Opportunities, Personal Reasons	8	0.1	3.6	1.6
Another Position in Soc Serv - Not Child Welfare	5	0.3	1.3	0.8
Internal Promotion: Same Program (Mentors, CST Facilitator)	3	3.2	3.5	3.4
Moved out of the area	3	0.9	2.0	1.3
To Attend school	2	2.0	3.4	2.7
IVE program (not a LOA)	1	3.9	3.9	3.9
Accepted State Job with BMCW	1	6.1	6.1	6.1
Another position outside of social services	1	1.0	1.0	1.0
Job Dissatisfaction - General	1	1.8	1.8	1.8
Job Dissatisfaction - Not what expected	1	0.1	0.1	0.1
Terminated by Agency	1	0.3	0.3	0.3
Voluntary Resignation reason not provided	1	1.1	1.1	1.1

Site 3 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total 2005	Total 2004	Total 2003
OCMs at Start of Month	46	47	47	47	47	48	48	48	48	48	48	48			
OCMs Hired During Month	3	0	1	1	8	3	4	8	3	3	0	0	34	15	24
OCMs Terminated During Month	2	0	1	1	2	2	4	3	3	1	2	7	28	20	17
Turnover %	4%	0%	2%	2%	4%	4%	8%	5%	6%	2%	4%	15%			

OCM= ongoing case manager

### Site 3 (CFCP)

	Ongoing Case Manager Length of Employment LOE (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	7.0	2.0
June 30, 2005	0.0	7.4	1.8
December 31, 2005	0.2	7.9	1.6

Employees who exited OCM positions			
Length of Employment (LOE)	Number of OCMs January - June 2005	Number of OCMs July - December 2005	Total 2005
6 or fewer months	0	5	5
6 months to 12 months	1	0	1
12 to 18 months	1	3	4
18 to 24 months	1	2	3
24 to 30 months	1	3	4
30 to 36 months	2	3	5
36 months or more	2	4	6
Totals for review period	8	20	28

Reason for Leaving (yrs) January - December 2005	Number	Minimum LOE	Maximum LOE	Average LOE
To Attend school	9	1.4	3.6	2.6
Another Position in Soc Serv - Not Child Welfare	4	0.5	2.9	1.9
Internal Promotion: Same Program (Mentor, OG Supervisors)	4	1.2	3.4	2.4
Moved out of the area	3	1.1	2.8	2.1
Other - Health, Personal Reasons, Domestic Responsibilities	3	0.1	2.5	0.9
Unknown	2	0.9	1.5	1.2
Another position outside of social services	1	2.4	2.4	2.4
Job Dissatisfaction - General	1	0.4	0.4	0.4
Terminated by Agency	1	0.2	0.2	0.2

Site 4 (LaCausa) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total 2005	Total 2004	Total 2003
OCMs at Start of Month	40	41	41	41	42	40	41	40	41	42	41	40			
OCMs Hired During Month	3	0	2	2	0	5	0	3	3	0	1	2	21	14	18
OCMs Terminated During Month	2	0	2	1	2	4	1	2	2	1	2	1	20	21	22
Turnover %	5%	0%	5%	2%	5%	9%	2%	5%	5%	2%	5%	2%			

OCM= ongoing case manager

#### Site 4 (LaCausa)

	Ongoing Case Manager Length of Employment LOE (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	4.8	2.3
June 30, 2005	0.0	5.2	2.2
December 31, 2005	0.0	5.8	2.2

Employees who exited OCM positions			
Length of Employment (LOE)	Number of OCMs January - June 2005	Number of OCMs July - December 2005	Total 2005
6 or fewer months	0	1	1
6 months to 12 months	4	2	6
12 to 18 months	1	1	2
18 to 24 months	0	0	0
24 to 30 months	3	0	3
30 to 36 months	2	1	3
36 months or more	1	4	5
Totals for review period	11	9	20

Reason for Leaving (yrs) January - December 2005	Number	Minimum LOE	Maximum LOE	Average LOE
Unknown	6	0.5	3.4	1.4
Terminated by Agency	3	0.1	1.4	0.7
Internal Promotion - Same Program	2	2.7	4.7	3.7
Internal Transfer - Same Program	2	0.7	4.7	2.7
Moved out of the area	2	0.7	2.5	1.6
Voluntary Resignation reason not provided	2	3.4	3.4	3.4
Another Position outside of Social Services	1	2.2	2.2	2.2
Another Position in Soc Serv - Not Child Welfare	1	2.7	2.7	2.7
To Attend school	1	2.8	2.8	2.8



Site 5 (CFCP) 2005 YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total 2005	Total 2004	Total 2003
OCMs at Start of Month	31	36	34	36	35	39	37	37	39	41	42	41			
OCMs Hired During Month	8	1	3	2	4	0	2	5	3	2	0	0	30	22	32
OCMs Terminated During Month	3	3	1	3	0	2	2	3	1	1	1	0	20	39	23
Turnover %	8%	8%	3%	8%	0%	5%	5%	7%	2%	2%	2%	0%			

OCM= ongoing case manager

### Site 5 (CFCP)

	Ongoing Case Manager Length of Employment LOE (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.2	3.4	1.3
June 30, 2005	0.1	3.9	1.1
December 31, 2005	0.2	4.4	1.2

Employees who exited OCM positions			
Length of Employment (LOE)	Number of OCMs January - June 2005	Number of OCMs July - December 2005	Total 2005
6 or fewer months	4	2	6
6 months to 12 months	3	1	4
12 to 18 months	1	0	1
18 to 24 months	2	2	4
24 to 30 months	0	0	0
30 to 36 months	0	2	2
36 months or more	2	1	3
Totals for review period	12	8	20

Reason for Leaving (yrs) January - December 2005	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	6	0.5	3.4	1.5
Moved out of the area	4	1.5	3.6	2.4
Another position outside of social services	2	0.4	0.6	0.5
Unknown	2	0.1	1.4	0.8
Internal Promotion - Same Program: CST Facilitator	1	2.0	2.0	2.0
Internal Transfer - Same Program	1	2.8	2.8	2.8
Job Dissatisfaction - General	1	0.2	0.2	0.2
Job Dissatisfaction - Money	1	0.6	0.6	0.6
Job Dissatisfaction - Not what expected	1	0.1	0.1	0.1
To attend school	1	1.8	1.8	1.8

BMCW 2005 YTD	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total 2005	Total 2004	Total 2003
OCMs at start of month	206	211	211	213	211	224	220	213	224	225	230	225			
OCMs hired during month	15	5	10	10	21	12	14	21	13	8	1	2	132	101	108
OCMs terminated during month	10	5	8	12	8	14	19	8	12	3	6	8	113	129	98
Turnover %	5%	2%	4%	5%	3%	6%	8%	3%	5%	1%	3%	3%			

## BMCW

	Ongoing Case Manager Length of Employment LOE (yrs)		
	Minimum LOE	Maximum LOE	Average LOE
January 1, 2005	0.1	7.0	1.9
June 30, 2005	0.0	7.4	1.7
December 31, 2005	0.0	7.9	1.7

Employees who exited OCM positions Length of Employment (LOE)	Number of OCMs January - June 2005	Number of OCMs July - December 2005	Total 2005
6 or fewer months	9	14	23
6 months to 12 months	15	4	19
12 to 18 months	3	9	12
18 to 24 months	6	6	12
24 to 30 months	6	4	10
30 to 36 months	4	6	10
36 months or more	14	18	27
Totals for review period	57	56	113

Reason for Leaving (yrs) January - December 2005	Number	Minimum LOE	Maximum LOE	Average LOE
Another Position in Soc Serv - Not Child Welfare	22	0.3	5.2	1.9
To attend school	15	1.4	3.9	3.3
Other - Health, Personal Reasons, Domestic Responsibilities	14	0.2	3.6	1.5
Moved out of the area	14	0.2	3.6	1.7
Internal Promotion - Same Program: CST Facilitator	12	0.6	7.4	3.6
Unknown	11	0.1	3.4	1.4
Terminated by Agency	5	0.1	1.4	0.7
Job Dissatisfaction - General	5	0.2	1.8	0.8
Another position outside of Social Services	5	0.4	2.4	1.6
Voluntary Resignation reason not provided	3	1.1	3.4	2.3
Internal Transfer - Same Program	3	0.7	4.7	2.7
Job Dissatisfaction - Not what expected	2	0.1	0.1	0.1
Job Dissatisfaction - Money	1	0.6	0.6	0.6
Accepted State Job with BMCW	1	6.1	6.1	6.1

## Discussion

The following is a brief summary of the information provided in the above tables:

- Sites where ongoing case managers (OCMs) left employment or were promoted with three or more years experience:
  - Site 3 (CFCP) – Six ongoing case managers (four transfers/promotions)
  - Site 1 (CFCP) - Five ongoing case managers (two transfers/promotions)
  - Site 4 (LaCausa) - Five ongoing case managers (four transfers/promotions)
  - Site 2 (CFCP) – Four ongoing case managers (four transfers/promotions)
  - Site 5 (CFCP) – Three ongoing case managers (two transfers/promotions)

The 27 ongoing case managers with three or more years of experience accounted for 23.8% of all employees who left or changed positions during 2005.

- Year-to-date 37.1% of the ongoing case managers to end their employment did so within 12 months of being hired. This compares to 33.8% of all ongoing case managers who left during Period 2, and 33.6% from Period 1.
- The average length of employment (with current agency) for active ongoing case managers at each Site as of June 30, 2005 and December 31, 2005 is:

	<u>June 30, 2005</u>	<u>December 31, 2005</u>
Site 4 (LaCausa)	2.2 years	2.2 years
Site 1 (CFCP)	2.1 years	2.2 years
Site 3 (CFCP)	1.8 years	1.6 years
Site 2 (CFCP)	1.3 years	1.3 years
Site 5 (CFCP)	1.1 years	1.2 years

- The number of ongoing case managers who left or changed positions during Period 3 by Site:

Site 1 (CFCP)	- 17 ongoing case managers
Site 4 (LaCausa)	- 20 ongoing case managers
Site 5 (CFCP)	- 20 ongoing case managers
Site 2 (CFCP)	- 28 ongoing case managers
Site 3 (CFCP)	- 28 ongoing case managers

- By Site, the average length of employment (LOE) for the ongoing case managers who left or changed positions during Period 3:
  - Site 5 (CFCP) - 1.4 years average LOE
  - Site 1 (CFCP) - 1.7 years average LOE
  - Site 2 (CFCP) - 1.7 years average LOE
  - Site 3 (CFCP) - 2.0 years average LOE
  - Site 4 (LaCausa) - 2.0 years average LOE

Although the information in the above bullet points suggest there might be a more discernible or prominent impact on the current average length of employment for ongoing case managers at Site 4 (average length of employment of those OCMs who exited or changed positions was 2.0 years), as of December 31, 2005, the average length of employment for active staff at Site 4 was 2.2 years, sustaining the progress shown in June 2005.

When measured at two distinct time intervals the length of employment with an agency is one way to show descriptive data relating to the progressive maturity of a workforce.

The benefits of organizing the data in this manner include:

- The ability to describe several different characteristics of the workforce.
- The effects of an agency's staff retention efforts become observable.
- A way to consider a potential "loss of experience" within an agency that occurs when experienced ongoing case managers leave.

There are several factors inherent in this type of descriptive format that need to be considered:

- An employee who is promoted from an ongoing case manager position to a supervisory position—The change in responsibilities and position have an effect on the families, as well as the number of employee exits. However, the experience of the case manager remains within the agency now in a different capacity.
- A newly hired employee may have a wealth of experience in child welfare, but because this measure only looks at the employees experience with the current agency. It does not capture previous work history.

The following two tables provide a comparison by Site and length of employment for Period 2 and Period 3. The data was collected on all active ongoing case managers at the end of each period. The numbers used in this analysis were based on all active ongoing case managers and mentors.

**Current LOE breakout of active OCMs as of December 31, 2005**

Site	0 - 6 months	7 to 12 months	13 - 18 months	19 to 24 months	25 to 36 months	37 + months	Grand Total	Percentage of current OCMs with one year or less LOE	Percentage of current OCMs with two years or less LOE	Percentage of current OCMs with more than two years LOE
Site 1	6	9	9	6	5	13	48	31.3%	62.5%	37.5%
Site 2	12	13	5	3	5	4	42	59.5%	78.6%	21.4%
Site 3	16	14	6	3	4	10	53	56.6%	73.6%	26.4%
Site 4	9	10	1	4	3	15	42	45.2%	57.1%	42.9%
Site 5	11	14	7	1	4	3	40	62.5%	82.5%	17.5%
BMCW	54	60	28	17	21	45	225	50.7%	70.7%	29.3%

**LOE breakout of active OCMs as of December 31, 2004**

Site	0 - 6 months	7 to 12 months	13 - 18 months	19 to 24 months	25 to 36 months	37 + months	Grand Total	Percentage of current OCMs with one year or less LOE	Percentage of current OCMs with two years or less LOE	Percentage of current OCMs with more than two years LOE
Site 1	13	8	2	6	7	14	50	42.0%	58.0%	42.0%
Site 2	12	10	4	6	3	9	44	50.0%	72.7%	27.3%
Site 3	9	5	8	6	15	8	51	27.5%	54.9%	45.1%
Site 4	3	8	1	6	12	12	42	26.2%	42.9%	57.1%
Site 5	13	2	6	4	3	4	32	46.9%	78.1%	21.9%
BMCW	50	33	21	28	40	47	219	37.9%	60.3%	39.7%

Each year an agency would like to see a stepped progression in the length of employment data as the year moves forward. Ideally an agency would like most of the employees to progressively have longer length of employment with fewer employees in the front-end groups with lower length of employment. In other words, an agency wants to watch its workforce mature and develop through stability and retention.

- The above data show that at the end of Period 2 there were 33 ongoing case managers who had a length of employment with their agency of 7 to 12 months. At the end of Period 3, this group increased to 60 ongoing case managers, suggesting that at the end of Period 3 there were more ongoing case managers who stayed with the agency in between timeline parameters. If we follow this example to the next grouping, ongoing case managers with a length of employment between 13 to 18 months, we again see an increase from 21 ongoing case manager's in Period 2 to up to 28 ongoing case managers in Period 3.
- After 18 months of employment the data show an 11 worker drop in the progression of the workforce between Period 2 (28) and Period 3 (17). This change becomes even more pronounced, between 24 to 36 months of employment. At the end of Period 2, there were 40 ongoing case managers within this group, and, at the end of Period 3 there were 21 workers within this length of employment grouping, a difference of 19 workers.
- The results on the active workforce length of employment were different for each Site. At Site 4, despite the high average length of employment for exiting employees, an average level of employment of 2.2 years was maintained compared to June 2005, suggesting that despite the losses within their workforce, they have made steps that appear to be taking root and are improving the retention of staff.

The table below illustrates a three-year comparison of the different reasons ongoing case managers provided when they separated their employment from the agency (or were promoted) for Period 1, Period 2, and Period 3.

Identified reason for employment separation	Period 1 (N)	Period 1 % of Exits	Period 2 (N)	Period 2 % of Exits	Period 3 (N)	Period 3 % of Exits
Voluntary resignation reason not provided	41	40.1%	36	28.6%	3	2.7%
Terminated by agency	14	13.8%	9	7.1%	5	4.4%
Unknown	11	10.8%	9	7.2%	11	9.7%
Job Dissatisfaction – General	6	5.8%	7	5.6%	5	4.4%
Job Dissatisfaction - Pay related	0	0	0	0	1	0.9%
Job Dissatisfaction - Not what expected	0	0	0	0	2	1.8%
Another Position in Soc Serv - Not Child Welfare	6	5.8%	3	2.4%	22	19.5%
Moved out of the area	5	4.9%	23	18.3%	14	12.4%
IVE – Program	5	4.9%	2	1.6%	1	0.9%
Another position outside of social services	4	3.9%	10	7.9%	5	4.4%
Transferred to another Site with BMCW	3	2.9%	2	1.6%	0	0
To attend school	2	1.9%	10	7.9%	14	12.4%
Internal Transfer - same agency Different Program	2	1.9%	9	7.1%	3	2.7%
Internal Promotion - same program	2	1.9%	1	0.8%	12	10.6%
Accepted a job with the State of Wisconsin	1	0.9%	5	4.0%	1	0.9%
Other - Personal Reasons, Domestic Responsibilities, Health (added in 05')	0	0	0	0	14	12.4%

- The combined percentage of ongoing case managers who exited employment for reasons of *voluntary resignation reason not provided* and *other-unknown* accounted for 50.9% of the responses in Period 1 and 35.8% of the responses for Period 2. These were the highest response totals for each respective period. However, during Period 3, this combined percentage continued to decrease to a low of 12.4% of the responses. This suggests that the Sites are doing a better job of following up with workers and being more specific in obtaining information related to why the worker was leaving. Gathering this information is an important step in understanding issues within the work culture at an agency.
- The most significant shift observed during Period 3 is that 19.5% (22 ongoing case managers) of the ongoing case managers who exited left for another position in social services (not in child welfare). Comparatively in Period 1 this accounted for 5.8% (six OCMs) of the turnover, and in Period 2 it accounted for 2.4% (three ongoing case managers). Again, at the point of the exit interview, the information gleaned from this subgroup may provide valuable insight into what specifically instigated the change to stay in social services, but move out of child welfare.
- For Period 3, the number (5) and percentage (4.4%) of employees who were terminated by the agencies is also lower than the number and percentages from Period 1 (13.8%) and Period 2 (7.1%).
- Period 3 also had a more prominent increase in the number and percentage of ongoing case managers who were promoted within the same program, providing advancement

opportunities. During Period 1 there were two ongoing case managers (1.9%) who were promoted and stayed within the same program. In Period 2, one (0.8%) ongoing case manager was promoted within the same program. However, during Period 3 twelve ongoing case managers moved into promotional opportunities within the same program.

- Lastly, continued growth occurred with the number and percentages of ongoing case managers who left employment to attend school (either on their own or through the IV E program). During Period 3 there were fifteen ongoing case managers who left to attend school compared to twelve in Period 2 and seven in Period 1.

The information and figures in the following section are also provided for a comparative analysis only and in no way are intended to replace or supersede any of the information required by the Settlement Agreement.

This section presents calculations on turnover within the BMCW using three of the four additional measures identified within the *Workforce Recruitment and Retention in the Bureau of Milwaukee Child Welfare: Results From Staff Surveys and Focus Groups* (October 2005) report (Authored by Helen Bader School of Social Welfare - UWM, Child Welfare League of America, Chapin Hall Center for Children – University of Chicago).

**The three measures used for the comparative analysis to determine a turnover rate are described in “Appendix D – Human Resource Functions: Calculation of Worker Turnover” of the above mentioned report. The method to determine the calculation and collection of data specific to the fourth measure is still being validated at this time.**

*“... However, it must be recognized that counting every position separation as turnover, regardless of the reason, has the result of holding the agency accountable for at least two types of turnover that are clearly not the result of unhappiness within the job or agency, but are part of any business. These include turnover that results from employees who are promoted to supervisory positions or who laterally transfer to other similar positions within the agency, as well as turnover that occurs for reasons such as employee retirement, spousal re-location, and child rearing (APHSA (2001, 2004) refers to this as non-preventable turnover).”*

Further, the report states:

***Recommended Turnover Calculations*** - *As a result of the above considerations, we recommend a multi-pronged approach to analyzing turnover within the BMCW. This approach involves four separate analyses: total turnover by position, turnover resulting from internal transfers and promotions, turnover deemed non-preventable (using the APHSA definition), and a measure of the direct effect of turnover on clients (i.e., the number of case managers a client experiences during a given year).”*

## A calculation of total turnover by position for any reason

### Number of Annual Separations from the Specified Position

Average Number of Filled Positions at the Beginning of Each Month

The table below reflects the above calculation by Site for Period 3.

Site	Separations January to December 05	Average Filled Positions January to December 05	Turnover Percentage January to December 05
Site 1	17	45	38%
Site 2	28	43	65%
Site 3	28	47	60%
Site 4	20	41	49%
Site 5	20	37	54%
BMCW	113	210	52%

For comparative purposes, the information below uses the same formula to determine Total Turnover by Position for any Reason for CY 2003 and CY 2004, with additional breakouts to show detail by quarter for CY 2005.

The first three columns of data were reported in the May 31, 2005 CWLA report on turnover. The last column was derived using the calculations from the table above.

	<b>CY 2003</b>	<b>CY 2004</b>	<b>2-Year Average</b>	<b>CY 2005</b>
1.	Site 1 (33%)	Site 3 (41%)	Site 3 (38%)	Site 1 (38%)
2.	Site 3 (35%)	Site 4 (48%)	Site 1 (42%)	Site 4 (49%)
3.	Site 4 (45%)	Site 1 (51%)	Site 4 (46%)	Site 5 (52%)
4.	Site 5 (49%)	Site 2 (66%)	Site 2 (61%)	Site 3 (60%)
5.	Site 2 (55%)	Site 5 (90%)	Site 5 (70%)	Site 2 (65%)

The data above would suggest that at the end of CY2005 when compared to the two-year average, Site 1 remained even. Site 4 was actually slightly higher when compared to their previous two year average. Site 5 demonstrated considerable improvement in CY 2005 when compared to the two year average (decrease of 18%), and Site 2 was 4% higher in CY 2005 when compared to the two year average.

	Employee Separations in CY2003	Employee Separations in CY2004	Employee Separations in CY2005
Site 1	14	22	17
Site 2	22	27	28
Site 3	17	20	28
Site 4	22	21	20
Site 5	23	39	20
BMCW Overall (N)	98	129	113



When comparing only the “number” of separations between the three periods:

- Between CY 2003 and CY 2004, four of the five Sites showed an increase in total separations by ongoing case manager position for any reason.
- Between CY 2004 and CY 2005, two of the five Sites show an increase in total separations by ongoing case manager position for any reason.
- At year end for CY 2005, two Sites had the lowest number of separations during the three year period.

The data in the table below is a quarter-by-quarter measurement of turnover (for any reason) at each Site.

<b>Total Turnover by Position (for any reason)</b>					
	<b>1st qtr</b>	<b>2nd qtr</b>	<b>3rd qtr</b>	<b>4th qtr</b>	<b>Annual</b>
<b>Site 1</b>	10.6%	15.2%	11.6%	0.0%	38%
<b>Site 2</b>	11.9%	23.1%	28.8%	2.3%	65%
<b>Site 3</b>	6.5%	10.6%	20.8%	20.8%	60%
<b>Site 4</b>	9.8%	17.1%	12.1%	9.7%	49%
<b>Site 5</b>	23.3%	14.7%	15.7%	4.8%	54%
<b>BMCW</b>	11.7%	15.9%	17.8%	7.4%	52%

Presenting the data quarter by quarter allows for an analysis at more specific timeframes and may show changes during a quarter that are not evident when reviewing annual or six month results. Interestingly, at four of the five Sites, the fourth quarter turnover was significantly lower when compared to the third quarter and in four of the five Sites it was the lowest (or equal to the lowest) for the year. This analysis does not specifically review the intervention strategies (Retention and Recruitment) by each agency and does not determine the significance of these strategies in relation to retention. Data may suggest that through a combination of different retention strategies implemented in the fourth quarter, observable results were evident with much lower turnover rates compared to the three previous quarters.

#### **A calculation of turnover due to promotions and transfers:**

The data for the following calculation was provided from each agency’s description of the reasons turnover occurred at the specific Sites.

#### **Number of annual separations from the specified position due to promotions and transfers**

<b>Number of annual separations</b>	
<b>Turnover due to Promotions and Transfers</b>	
<b>CY 2005</b>	<b>Annual</b>
<b>Site 1 (N=2)</b>	11.8%
<b>Site 2 (N=4)</b>	14.3%
<b>Site 3 (N=4)</b>	14.3%
<b>Site 4 (N=4)</b>	20.0%
<b>Site 5 (N=2)</b>	10.0%
<b>BMCW (N=16)</b>	14.2%

- During CY 2005, 14.2% of the turnover was attributed to promotions or transfers – or, 16 OCMs were provided with advancement (or other) opportunities within their agencies.
- Overall the Sites the percentage of turnover due to promotions or transfers fell between 10% at Site 5 and 20% at Site 4.

### **A Calculation of Turnover Deemed Non-Preventable**

The data for the following calculation was provided from each agency’s description of the reasons turnover occurred at the specific Sites. Within the recommendations the report provides a method to categorize each worker who separates from his/her position. At the time of the writing of this Settlement report, the BMCW was using a different set of categories than those identified in the report. Many of the categories directly overlap, so converting the BMCW data to the categories identified in the *Workforce Recruitment and Retention in the Bureau of Milwaukee Child Welfare: Results From Staff Surveys and Focus Groups* report presented no difficulties. However, when converting the BMCW data over to the *Workforce Recruitment and Retention in the Bureau of Milwaukee Child Welfare: Results From Staff Surveys and Focus Groups* format for this specific section there exists a few caveats that need to be taken into consideration (future BMCW turnover data will be collected in a manner directly matching the coding used within the updated categories).

- The BMCW did not collect any information regarding retirement.
- Full-Time Graduate School – It was unknown if all of the case managers who left to attend school left to pursue a graduate degree (For this breakout, OCMs were counted as pursuing their graduate degree).
- Spousal Job Relocation – the BMCW data set is not as specific as “Spousal Job Relocation” and may include moving out of the area to care for a family member.
- Parenting/Child rearing – Within the BMCW data set there were several options that might have fit in this category, but only those that indicated reasons related to “domestic responsibilities” were included in the data set.

### **Number of annual separations from the specified position for non-preventable reasons**

#### **Number of annual separations**

<b>Non-Preventable Turnover</b>	
<b>CY 2005</b>	<b>Annual</b>
<b>Site 1 (N=5)</b>	29.4%
<b>Site 2 (N=9)</b>	32.1%
<b>Site 3 (N=13)</b>	46.4%
<b>Site 4 (N=3)</b>	15.0%
<b>Site 5 (N=5)</b>	25.0%
<b>BMCW (N=35)</b>	31.0%

- During CY 2005, 31% of the OCM turnover the BMCW experienced (using the APHSA definition) was considered “non-preventable” or turnover that occurred for reasons that do not directly relate to the current job or agency.

Providing a “multi-pronged” picture of the OCM turnover in the BMCW allows a broader look at how different experiences in people’s lives affect turnover (promotions, relocating). When an organization has more specific information related to the reasons staff are leaving their agency, it allows them to sharpen their focus on more precise issues surrounding the job culture at each agency.

The last two tables provide information regarding hires and separations between Period 1 and Period 3.

	<b>Employee Hired/Month</b>	<b>Employees Who Exited/Month</b>
<b>Average</b>	9.4	9.5
<b>Median</b>	10	9
<b>Min</b>	0	2
<b>Max</b>	21	19
<b>Mode</b>	10	8

The last table provides the distribution and frequency of hires and separations during the past three years. In 6 of the past 36 months (16%) 15 or more OCMs were hired each month. In 18 of the past 36 months (50%) 10 or more OCMs were hired.

<b>Distribution - Frequency</b>			
<b>Hires by month</b>	<b>Number of Months</b>	<b>Exits by Month</b>	<b>Number of Months</b>
0	1	2	1
1	1	3	2
2	1	4	2
3	2	5	1
4	1	6	1
5	4	7	3
6	2	8	6
7	1	9	3
8	3	10	3
9	2	11	3
10	5	12	3
11	1	13	1
12	2	14	4
13	1	15	1
14	3	17	1
15	2	19	1
17	2		
21	2		

## Average number of children per caseload

**III.C.9.** *The monthly caseload averages of children per ongoing case manager carrying cases, for each BMCW case management Site, including the maximum and minimum number of children at the end of the month per manager.*

Site 1 (CFCP)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
Average children per worker	19.8	20.7	19.1	20.3	19.8	19.7	20.9	21.9	21.6	20.0	19.0	18.5
Minimum children per worker	1	1	1	1	1	1	1	1	2	1	2	2
Maximum children per worker	31	35	35	33	33	30	28	27	26	26	22	24

Site 2 (CFCP)												
Average children per worker	16.9	17.5	17.7	19.8	19.8	19.0	22.4	18.5	16.6	16.9	16.6	15.9
Minimum children per worker	1	1	2	2	1	1	1	1	1	1	3	3
Maximum children per worker	25	23	23	25	27	25	25	27	25	23	20	22

Site 3 (CFCP)												
Average children per worker	18.3	17.3	17.3	17.4	16.9	15.3	17.4	16.4	16.1	15.9	15.3	17.0
Minimum children per worker	1	1	1	2	1	1	1	2	1	1	2	2
Maximum children per worker	24	24	24	24	24	26	24	24	23	23	20	22

Site 4 (La Causa)												
Average children per worker	18.3	17.3	18.0	18.0	18.3	20.1	18.7	20.0	18.3	17.3	17.4	18.1
Minimum children per worker	1	3	3	1	2	1	4	1	1	3	3	3
Maximum children per worker	24	21	23	21	22	21	20	21	21	20	22	20

Site 5 (CFCP)												
Average children per worker	20.5	17.2	17.9	17.2	17.8	16.6	17.2	18.6	16.7	16.4	15.7	15.2
Minimum children per worker	1	2	1	2	1	1	1	1	1	3	2	2
Maximum children per worker	28	25	25	24	26	25	23	24	22	22	20	21

The above data show, by Site, the average number of children on each ongoing case managers (OCM) caseload (mentors are not included in the number) for all of Period 3. As of December 31, 2005 the BMCW YTD average was 17.0 children per ongoing case manager, which is lower than the average of 18.5 from December 2004.

The mentors carry minimal caseloads and have been excluded from the number of staff carrying cases when determining the average caseload size – however, the mentor's cases remain in the sample.